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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Summary

In its report on its substantive session of 2011 (A/65/19), the Special Committee on Peacekeeping Operations requested the Secretary-General to report on the implementation of the recommendations contained therein. The present report outlines progress made in implementing those recommendations and key developments. It further sets out progress over the past year in clarifying and delivering on critical roles in United Nations peacekeeping, building capabilities, strengthening field support arrangements and improving arrangements for the planning, management and oversight of missions.

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I. Introduction

1. United Nations peacekeeping rests on a global partnership that draws together the legal and political authority of the Security Council, the personnel, equipment and financial contributions of Member States, the support of host countries and the accumulated experience of the United Nations Secretariat in managing operations. This global partnership, which is at the heart of United Nations peacekeeping, needs to be nurtured and supported if it is to remain cohesive and effective.

2. The Special Committee on Peacekeeping Operations has a unique role to play in ensuring unity of purpose and support for the more than 120,000 United Nations personnel serving in challenging and harsh environments. The Secretariat endeavours to provide information for its deliberations by preparing this annual report, as well as informal briefings and specialized written reports. A special effort has been made in the present report and in briefings to the Special Committee to draw on the perspectives of staff in the field and to more clearly link ongoing reforms to the operational challenges faced by missions on the ground.

3. In his previous two reports on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/64/680 and A/65/680), the Secretary-General outlined critical elements of the New Horizon initiative. The Department of Peacekeeping Operations and the Department of Field Support have recently issued a second progress report on the New Horizon initiative that addresses this ongoing reform agenda in detail. The present report highlights key developments across the four pillars (critical roles, capabilities, field support and mission oversight), while focusing on the links to operational developments on the ground. It is supplemented by an addendum (A/66/619/Add.1) that responds to all the requests for information made by the Special Committee in its report on its substantive session of 2011 (A/65/19). The present report should also be considered together with the report of the Secretary-General on the United Nations police (A/66/615), prepared upon the request of the Special Committee (A/65/19, para. 78), and the report of the Secretary-General on progress in the implementation of the global field support strategy (A/66/591), prepared upon request of the General Assembly in its resolution 64/269.

4. In this challenging financial climate, it is increasingly important that United Nations peacekeeping operations work both to maximize their complementarity with other international instruments and to achieve the greatest efficiencies possible without negatively affecting mission performance or the safety of United Nations personnel. Moreover, it is vital that Member States work in a spirit of partnership to provide the necessary political direction and the human and physical resources needed by United Nations peacekeeping operations to carry out all the tasks they have been mandated with.

5. The General Assembly witnessed intense discussions on the issue of the rate of compensation of troop costs, in the context of both the 2011 session of the Special Committee and the second resumed session of the Fifth Committee during the sixty-fifth session of the Assembly. Pursuant to Assembly resolution 65/289, the Secretary-General has taken steps to establish a senior advisory group to consider rates of reimbursement to troop-contributing countries and related issues; the group is set to begin its work in January 2012. The panel comprises five eminent persons of relevant experience, five representatives from major troop contributors, five

representatives from major financial contributors and one member from each regional group. The Secretary-General is grateful to Member States for their nominations and urges them to extend their active support to the group and its members. He is particularly pleased that Louise Fréchette has agreed to lead the group. Having served as the first Deputy Secretary-General of the United Nations, Permanent Representative of Canada to the United Nations and Deputy Minister of National Defence of Canada, she brings a unique breadth and depth of knowledge to this important exercise. The Secretariat will actively engage and support the work of the senior advisory group.

II. Current context and key operational developments in 2011

6. During the past 20 years, the international peace and security environment has been marked by dramatic and continuous change. Global trends such as ecological pressures, environmental degradation and migration have raised tensions, and global economic shocks have led to local civil unrest, as described in the *World Development Report 2011*. Other areas of growing importance include various forms of transnational organized crime, piracy and terrorism. Many country-specific factors can also fuel conflict, including community and religious dynamics or competition for access to natural resources. As a result, the Security Council has provided progressively more detailed and complex mandates to missions.

7. In July 2011, a new mission was established in the newly independent republic of South Sudan. The United Nations Mission in South Sudan (UNMISS) is mandated to protect civilians under imminent threat of physical violence, assist the Government in building its rule-of-law and governance capacities and facilitate the delivery of humanitarian aid. The Mission is also mandated to monitor, investigate and report on the human rights situation in South Sudan. UNMISS is focusing on extending its own presence at the county level, building an effective early warning system and providing both local- and national-level support to the Government. The mandate of the United Nations Mission in the Sudan (UNMIS), which preceded UNMISS, was not renewed, and UNMIS entered liquidation. In the light of the situation in the Abyei area, the Security Council established the United Nations Interim Security Force for Abyei (UNISFA) and provided it with a mandate to, inter alia, monitor the redeployment of armed forces, facilitate humanitarian assistance and protect civilians under imminent threat of physical violence. Deployment to UNISFA is under way; currently, the mission has reached two thirds of its authorized troop strength.

8. During the start-up phase of these missions, the Departments of Peacekeeping Operations and Field Support can build on the work done in the context of the New Horizon and related reform initiatives, such as the global field support strategy. The Department of Field Support has taken the opportunity provided by the UNMISS start-up phase to pilot the implementation of several elements of modularization, including staff accommodation, power supply, waste management, water supply and welfare. UNMISS is developing a mission-specific strategy for the protection of civilians, drawing on lessons learned and frameworks developed as part of the policy work done for the New Horizon initiative. With regard to peacebuilding, UNMISS is also working to clarify roles and, by situating responsible government entities in the same location, ensure unity of effort with regard to disarmament, demobilization and reintegration, child protection and other issues. In line with the

priority actions identified in the report of the Secretary-General on civilian capacity in the aftermath of conflict (A/66/311-S/2011/527), the Mission is working to identify opportunities for local procurement in South Sudan and collaborating with the United Nations Development Programme (UNDP), the Intergovernmental Authority on Development (IGAD) and others to mobilize national and regional expertise, including from the South Sudanese diaspora.

9. Meanwhile, the African Union-United Nations Hybrid Operation in Darfur (UNAMID), currently the largest United Nations peacekeeping operation, continues its work in Darfur. Since almost all its troops, police and civilians have been deployed, UNAMID has adopted a more robust posture, especially with regard to protecting civilians and contributing to security through the facilitation of humanitarian assistance. Nevertheless, the situation in Darfur remains fragile and consolidation of peace in the region will continue to require significant effort. The signing of the Doha Document for Peace in Darfur by the Government of the Sudan and the Liberation and Justice Movement represents a positive step forward in the Darfur peace process and offers a basis for peace in the region for those who wish to support it. UNAMID will monitor the ceasefire between the parties, support the Ceasefire Commission and support the implementation of security arrangements. As requested by the Security Council in its resolution 2003 (2011), a review of UNAMID will be carried out in order to ensure the most effective and efficient use of its resources.

10. A non-permissive security environment continues to pose significant challenges to the work of the United Nations Assistance Mission in Afghanistan (UNAMA). The attack on the United Nations office in Mazar-i-Sharif on 1 April claimed the lives of seven of our colleagues. Looking to the future of the Mission, preparations are under way for a comprehensive review of UNAMA, mandated by the Security Council.

11. The political and security impact on the peacekeeping operations in the Middle East (the United Nations Interim Force in Lebanon, the United Nations Disengagement Observer Force, the United Nations Truce Supervision Organization and the United Nations Mission for the Referendum in Western Sahara) of the recent or ongoing changes in some countries in the region has not been fully assessed yet. With regard to the mission in Libya led by the Department of Political Affairs, the United Nations Support Mission in Libya, the Department of Peacekeeping Operations and the Mission are exploring ways to assist in the areas of public safety and community-oriented policing, disarmament, demobilization and reintegration of former fighters, corrections, mine action and transitional justice.

12. The past year has also been marked by watershed events in West Africa, a region that remains extremely volatile and politically sensitive. The violent post-election crisis in Côte d'Ivoire tested the Organization's ability to continue implementing peacekeeping mandates in extremely adverse circumstances. The United Nations played a critical role in helping Côte d'Ivoire to successfully overcome a major political crisis and a challenge to its constitutional order. Assisting the Government in stabilizing the security situation, strengthening the rule of law, reforming the security services, and disarming and demobilizing ex-combatants, as well as providing support for the promotion of national reconciliation and for the organization and conduct of legislative elections, are now top priorities for the United Nations Operation in Côte d'Ivoire (UNOCI).

13. The Ivorian crisis has had an impact on the situation in Liberia, where the presence of mercenaries and militia elements continues to pose a serious threat to regional security. UNOCI and the United Nations Mission in Liberia (UNMIL) are working with the Governments of Côte d'Ivoire and Liberia to address these cross-border challenges, in close collaboration with the Economic Community of West African States and other partners. Furthermore, new threats to international peace and security in West Africa, such as organized crime and trafficking, piracy and terrorism, could create new challenges for peacekeeping.

14. Despite the challenges associated with the crisis in Côte d'Ivoire, clear progress was made in terms of consolidating peace in Liberia. UNMIL provided logistical, good offices and other assistance for the organization and conduct of the presidential and legislative elections held in October and November 2011. Although those elections were generally free and fair, serious political divisions have emerged in the wake of the electoral process that will require enhanced focus on areas such as national reconciliation, security and the rule of law. It will be a priority for UNMIL to work with the new Government and its partners to develop and implement a strategy for the progressive handover of security and other responsibilities to the national authorities.

15. Because of the presidential and legislative elections held in Côte d'Ivoire in 2010 and 2011, UNOCI was temporarily reinforced with military and police personnel and military helicopter assets from UNMIL. In addition, the Security Council authorized the temporary transfer of armed helicopters from UNMIL to UNOCI to meet the security challenges of the post-elections crisis. In turn, UNOCI military and police personnel temporarily reinforced UNMIL capacity during the presidential and legislative elections held in Liberia in 2011. The Secretariat coordinated and communicated closely with the troop- and police-contributors concerned and sought their consent in advance, which was critical for the timely and rapid deployment of reinforcements once the Security Council had given authorization. The Secretariat, UNMIL and UNOCI drew on lessons learned during previous inter-mission cooperation experiences and continuously improved arrangements to ensure that the redeployed troops would receive the logistical support required to be fully operational.

16. It is expected that the United Nations Integrated Mission in Timor-Leste (UNMIT) will be downsized after elections are held in 2012. UNMIT will continue to work closely with the Government of Timor-Leste and other stakeholders to ensure an effective joint transition process. A plan has been developed jointly with the Timorese authorities to ensure a smooth handover of responsibilities and to maintain continuity in longer-term capacity development efforts across key institutions and functions.

17. The United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was tasked by the Security Council to support the organization of national (presidential and legislative), provincial and local elections between 2011 and 2013 by providing logistical, technical and other support to the electoral commission in the facilitation of dialogue among Congolese stakeholders, monitoring and reporting on elections-related violence and using the good offices of the Special Representative of the Secretary-General as required. These tasks represent a major operational challenge given the sheer size of the country, the almost total lack of roads and infrastructure, an electorate of some

32 million voters and the large number of national and international partners engaged in the effort. MONUSCO will also continue to focus on its key priority, which is to ensure that civilians are protected.

18. Following the formation of a new Government after five months of political gridlock, Haiti is now focusing on rebuilding itself after the devastating earthquake of 12 January 2010. As it prepares to return to pre-earthquake troop and police levels, the United Nations Stabilization Mission in Haiti will focus on fostering political dialogue and consensus and on strengthening the capacity of Haiti's institutions to ensure good governance and uphold the rule of law as a key basis for the eventual withdrawal of the Mission.

III. Clarifying and delivering on critical roles for modern United Nations peacekeeping

A. Peacebuilding tasks undertaken by peacekeeping operations

19. Peacebuilding is an inherently national process. Peacekeeping operations help national authorities to articulate peacebuilding priorities, enabling efforts by others and directly implementing selected actions. In 2011, the Departments of Peacekeeping Operations and Field Support finalized a strategy to further clarify the contribution of peacekeepers to early peacebuilding, drawing on mission experience to help prioritize, sequence and plan critical tasks. The strategy identifies as priorities those efforts that advance the peace process or the political objectives of a mission, ensure security and lay the foundation for longer-term institution-building. In 2011, the strategy was reviewed with key United Nations and World Bank partners: the Special Committee, the Security Council Working Group on Peacekeeping Operations and the Peacebuilding Commission. A steering committee was established late in 2011 to support implementation.

20. The peacebuilding-related activities of missions are diverse and tailored to the national context. For both UNMISS and UNISFA, mine action was a critical early priority, which is why mine clearance experts were among the first to deploy. The rule-of-law indicators that were finalized this year and were piloted in Haiti and Liberia have proved to be an important tool for helping national and international partners to identify related challenges. In South Sudan, UNMISS civil affairs personnel are working with Government officials, traditional leaders, armed youth and others to support conflict mitigation and resolution. In the Democratic Republic of the Congo, MONUSCO civil affairs personnel have facilitated the dialogue between civil society and provincial governments, helping to distribute information and defuse tensions.

21. A growing number of missions are working to minimize their unintended socio-economic impact and to increase contributions to broader recovery efforts. In 2012, the Departments of Peacekeeping Operations and Field Support will explore ways to strengthen partnerships, guidance and training in this area. In addition, guidelines on the environmental impact of missions are being implemented with the support of environmental officers or designated focal points in all missions. In the context of the global field support strategy, environmentally friendly concepts are being incorporated into deployment modules from the outset.

22. Initiating peacebuilding tasks early may facilitate the handover of responsibilities to national actors and facilitate the exit of peacekeeping personnel. A workshop on transitions held in February 2011 brought field staff together to share experiences on transition planning, staff management, capacity development, information management and communications strategies and leadership transition. Drawing on this event, the Departments of Peacekeeping Operations and Field Support have provided support to missions, including UNMIT and UNMIL, that are planning for drawdown and withdrawal. Guidance materials such as the liquidation manual and the integrated mission planning process will be supplemented with a section on transition in 2012. The Departments, together with other relevant United Nations partners, will also work to clarify key principles for system-wide transition planning and management. In addition, the Security Council Working Group on Peacekeeping Operations discussed transition as a key item in its agenda for 2011 and the Special Committee has requested a briefing on the application of lessons learned on transitions.

23. Civilian personnel play a vital role in supporting and implementing complex peacebuilding efforts. In his recent report to the General Assembly and the Security Council on civilian capacity in the aftermath of conflict (A/66/311-S/2011/527), the Secretary-General proposed realistic recommendations that had the potential to make an impact on the ground by making the best use of systems already in place. He noted the important contribution that peacekeeping operations and special political missions could make through the training of national staff. He also noted the need for the Organization to work more effectively with its international partners, particularly from the global South, in building and delivering specialist civilian support. The United Nations needs to become more flexible in planning and budgeting for civilian capacity so as to be responsive to the changing demands and high-tempo environments where its peacekeeping missions operate.

24. The United Nations will be working in the coming year to ensure that peacekeeping reforms are synchronized with other Organization-wide reforms and target critical gaps. A key area in this regard is policing, as there is growing demand for capacity specialized in community-oriented policing, transnational organized crime and border management. In a forthcoming report on the United Nations police (A/66/615), the Secretary-General will address these evolving roles and requirements. Gaps also exist in terms of the capacity to support wider security sector management, legal reforms that acknowledge the role of traditional or customary legal systems, military justice, justice and corrections issues, community violence reduction, ammunition and stockpile management and the collection and destruction of small arms and light weapons.

B. Protection of civilians

25. During 2011, the Secretariat has taken a comprehensive approach to the issue of the protection of civilians by addressing operational support, training and guidance development. Central to this effort has been the development of the Framework for Drafting Comprehensive Protection of Civilians Strategies in United Nations Peacekeeping Operations, which has been designed to provide missions with basic parameters for developing strategies for the protection of civilians. After sharing it with the Special Committee, the Secretariat disseminated the Framework

to all peacekeeping operations and is working closely with those eight that are specifically mandated to protect civilians.

26. In addition, training modules on the protection of civilians were developed, in consultation with field missions and other stakeholders, and disseminated to peacekeeping operations and national peacekeeping training centres in November 2011. The training modules include foundational modules, scenario-based exercises and a module on conflict-related sexual violence. Also in November, a training of trainers was conducted. The Secretariat is now working to ensure that the integrated mission training centres in the eight missions with a mandate to protect civilians are fully able to train current and incoming peacekeeping personnel.

27. Furthermore, the Secretariat is finalizing a draft matrix of resources and capabilities. The purpose of the matrix is to assist troop- and police-contributors to understand the resources required to execute specific tasks for the protection of civilians and to help missions to analyse the adequacy of their existing resources and capabilities for the implementation of protection-of-civilians mandates. The Secretariat will hold consultations with troop- and police-contributors on this matrix in January 2012, to seek their views and input.

C. Means to enhance the operational effectiveness of peacekeeping missions

28. During 2010 and 2011, the Secretariat organized three regional conferences, hosted by Argentina, Indonesia and Nigeria, to discuss deterrence, use of force and operational readiness in United Nations peacekeeping. These conferences, attended by senior military experts from approximately 50 troop-contributing countries and other Member States, were an effort to continue to expand the dialogue on these issues. The Secretariat will report to the Special Committee on the conferences in order to facilitate further discussion and consideration of the wider strategic issues involved and to support the development of guidance material for peacekeeping operations and troop-contributing countries on the use of force and the implementation of a flexible system for the evaluation of the operational readiness of military contingents and force headquarters.

IV. Building the capabilities needed to meet the challenges of tomorrow

29. With the support of Member States, the Secretariat has been pursuing a comprehensive strategy to improve capabilities across all peacekeeping components to ensure peacekeepers are prepared and equipped and have been enabled to deliver against reasonable performance expectations. In 2010, the Special Committee encouraged the Secretariat to continue developing a comprehensive capability-driven approach with the aim of improving overall performance in the field (A/64/19, para. 69). In 2011, the Special Committee took note with satisfaction of the ongoing work on the development of such an approach and encouraged the Secretariat to continue its work in that regard, in close cooperation with troop- and police-contributing countries (A/65/19, para. 66).

30. Implementation of a comprehensive capability-driven approach focuses on three areas: (a) developing baseline capability standards and guidance; (b) generating and sustaining critical resources; and (c) strengthening training. These elements were conceived as a framework to assist in delivering a stronger culture of performance and considerable progress has been made in achieving the objectives outlined.

A. Baseline capability standards and guidance

31. While progress has been made on the standardization of civilian peacekeeping functions in the context of the broader human resources reform, the Departments of Peacekeeping Operations and Field Support have focused on the planning and implementation of three pilot projects that target three key military components of United Nations peacekeeping operations: (a) infantry battalions; (b) staff officers; and (c) military medical support. These projects, commenced in 2010, are intended to build consensus around necessary tasks and to develop baseline standards for each component. The standards will inform the development of associated tools such as training standards and frameworks, equipment and organizational requirements, and support and evaluation instruments. The projects aim to bolster the effectiveness and interoperability of various peacekeeping components and to enable more targeted preparation by troop- and police-contributing countries and capacity-building support to contributing countries by third-country partners.

32. With regard to the infantry battalions pilot project, a wide-ranging consultation process was undertaken in 2011 that involved workshops in New York and New Delhi and a dialogue with Member States, technical experts and peacekeeping missions. A draft guidance manual is currently under development. A reference group composed of Member States was established in November 2011 to support the finalization of the manual early in 2012. The manual will contain information on those tasks and capabilities that are specific to the peacekeeping environment and will be complemented by additional infantry battalion-specific training materials.

33. The pilot project on staff officers has involved the development of core training materials based on the requirements for enhanced performance identified within existing missions. These materials, which have been tested in the field with the involvement of currently serving staff officers and the International Association of Peacekeeping Training Centres, are now being reviewed and finalized.

34. With respect to military medical support, this pilot project has focused on a review of the existing manual and current processes and approaches, with particular attention paid to level II hospitals. Member States have engaged in a technical advisory group composed of troop-contributors that benefited from the work done at a workshop of experts held in Entebbe, Uganda. The revised manual will be refined further at a consultation workshop, before being finalized early in 2012.

35. All of these materials will be shared widely with Member States, regional organizations, international peacekeeping training centres and other relevant bodies to ensure the widest possible distribution and application. A review process will also be undertaken to ascertain lessons learned from the pilot project approach, while potential future areas of focus for similar initiatives will also be identified, in consultation with Member States.

B. Generating and sustaining critical resources

36. Generating and sustaining the resources required for United Nations peacekeeping missions continues to be a priority. The negative impact of a lack of critical resources is most obvious with respect to military utility and armed helicopters, where shortages continue to threaten the ability of peacekeeping operations to effectively implement their mandates. These and related deficiencies have been recognized by Member States, including the Special Committee, which, in its 2011 report, noted its concern with respect to existing gaps between mandates and enabling assets. Strategies for the identification of critical niche capacities have also been the subject of informal consultations within the Security Council Working Group during 2011.

37. The ongoing shortage of military helicopters has exacerbated situations such as those where lack of mobility and road infrastructure hinder efforts to protect civilians, prevent and respond to violence and adequately support elections. This is particularly acute at UNAMID and MONUSCO. The Secretariat continues to seek solutions to the challenges of obtaining military helicopters and pilots to operate them, as well as the complex issues relating to contracting and reimbursing contributing Member States within the realities of the current economic climate. Based on consultations with Member States, the Departments of Peacekeeping Operations and Field Support are reviewing the operational guidance and practices related to helicopters, both at the Headquarters and mission levels, in order to better manage and balance commercial and military helicopter fleets. As a priority, the relevant reimbursement and contracting provisions are under urgent review, and periodic briefings on progress made will be provided to the Special Committee.

38. Systemic outreach has also been conducted over the last year, including to potential new troop- and police-contributing countries and at the strategic level with existing contributors. In addition, Secretariat dialogue with current and prospective contributors on opportunities and requirements for participation in United Nations peacekeeping operations has been enhanced through workshops and seminars supported by troop- and police-contributors and think-tank partners, although the sourcing of key enabling assets such as helicopters, engineering units and medical facilities remains a significant challenge.

39. As reported in 2010 (A/65/680), the Secretariat undertook to examine the methods and practices used to communicate the resource needs of the Special Committee to Member States. An initial review, completed in November 2011, in consultation with Member States, is now shaping efforts to refine and focus force generation processes and increase their visibility, utility and impact. In particular, the concept of the capability gap lists and their supporting processes, including the United Nations Standby Arrangement System, have been undergoing review with the intent of ensuring that they meet the needs of both the Member States and the Secretariat.

40. In a related effort, the Secretariat also examined its role in assisting in the coordination of capacity-building activities between and across Member States and other organizations. In this regard, the concept of a "clearing house" process to better match potential providers of assistance to those with capability gaps was reviewed in order to see how such a process could assist the wider peacekeeping community. This review is now helping to focus the efforts of the Secretariat as it

considers the various options for supporting such coordination with Member States in order to ensure the best use of resources.

41. The past year has also seen innovative steps to improve inter-mission cooperation, allowing for a regional response to regional conflict dynamics. Such cooperation across missions can optimize the use of deployed peacekeepers, particularly where temporary reinforcements may be needed in a post-electoral or other high-risk period, thereby helping missions to adapt quickly to temporary changes in circumstances. This approach is a bridging measure, however, and it cannot substitute for the full and adequate provision of capabilities to address longer-term or open-ended requirements of missions. For rapid reaction, and to safeguard investments in building peace and security, better access to strategic reserve capacities, as set out in the aforementioned New Horizon initiative and in the previous reports of the Secretary-General to the Special Committee, remains essential. The standing capacities in the areas of police, justice, corrections and mine action have demonstrated the considerable value of rapidly deployable capacities.

C. Strengthening training

42. Considerable work has been completed in the area of training across the varied components of peacekeeping. The focus of the Secretariat has been on setting training standards, developing policies and materials and providing guidance, oversight and assistance to training providers.

43. As noted above, considerable work has been done to complete a comprehensive training package and training-of-trainers programmes in support of protection of civilians mandates. In addition, new training materials have been prepared in support of military experts on mission along with modules addressing gender issues in support of the Guidelines for Integrating a Gender Perspective to the Work of the United Nations Military in Peacekeeping Operations developed by the Departments of Peacekeeping Operations and Field Support. A training-of-trainers programme for francophone African countries has been completed and training materials in support of the Infantry Battalion and Staff Officer pilot projects discussed above are under development. Pilot courses on standardized predeployment training of Formed Police Units and on sexual and gender-based violence have also taken place. Significant progress was also made in the standardization of training for senior leaders in United Nations missions.

44. In addition, the Integrated Training Service has begun work on design of a core curriculum for civilian peacekeeping staff, in consultation with the United Nations Institute for Training and Research and the United Nations System Staff College. A new methodology for in-mission skills training for civil affairs components is also being expanded, building on an earlier pilot and a comprehensive handbook, which is currently being drafted. The development of training programmes is a perennial requirement of the two Departments, which must provide instruction and guidance that reflect the ongoing changes to the environments of, and demands placed on, civilian and uniformed peacekeepers today.

D. Partnership with the African Union and other organizations

45. The role of regional organizations remains essential to mobilize the strength of all actors to maintain international peace and security. The Secretariat continues its efforts to enhance coordination with regional organizations, in particular the African Union and the European Union, and has also engaged with the Association of Southeast Asian Nations (ASEAN) and the Collective Security Treaty Organization.

46. The African Union continues to play a vital role in peacekeeping. The African Union Mission in Somalia (AMISOM) and UNAMID are two examples of the direct contribution of the African Union to the global peacekeeping architecture, under Chapter VIII of the Charter of the United Nations.

47. In 2010 the Secretary-General established the United Nations Office to the African Union (UNOAU) to enhance partnership in the area of peace and security. The Office also serves to provide coordinated and consistent United Nations support to the African Union on both long-term institutional capacity-building and short-term operational support matters, and to streamline the activities of entities of the United Nations Secretariat in Addis Ababa working on peace and security matters in order to ensure more cost-effective and efficient delivery of assistance to the African Union. To that end, the mandates and functions of the United Nations Liaison Office to the African Union, the African Union Peace Support Team and the United Nations Planning Team for AMISOM have all been integrated into UNOAU.

48. In addition, UNOAU provides technical advice and support to the African Union in the area of mediation support, conflict prevention, security sector reform, disarmament, demobilization and reintegration and elections. In an effort to enhance the capacity of the African Union to deploy and manage peacekeeping operations, UNOAU also has a pillar devoted to mission support, including financial management, human resources and logistics, which are all capacities the African Union needs to enhance in order to conduct peacekeeping operations more effectively. UNOAU planners also provide advice to the African Union on the development of the African Standby Force, AMISOM and the African Union regional initiative for combating the Lord's Resistance Army. The ongoing cooperation between the African Union and the United Nations will be addressed in a comprehensive manner in my forthcoming report on the United Nations-African Union strategic partnership on peace and security.

49. Since the coming into force of the Lisbon Treaty and the creation of the European External Action Service, the United Nations partnership with the European Union in the areas of peacekeeping and crisis management has deepened. The Secretary-General particularly welcomes the support expressed in late 2011 by the Political and Security Committee and the Foreign Affairs Council of the European Union for ongoing work to strengthen the support of the European Union Common Security and Defence Policy for United Nations peacekeeping. Efforts are also under way to reinvigorate the United Nations-European Union steering committee on crisis management and related joint strategic dialogue mechanisms. In this regard, a small liaison office, established in Brussels in July 2011, has already improved communications and coordination with the European Union.

50. The United Nations has also strengthened engagement with ASEAN with the adoption, in 2011, of the joint declaration on comprehensive partnership. A significant number of ASEAN member States already contribute to United Nations

peacekeeping, and that number continues to grow. We remain committed to strengthening and enhancing our collaboration through the sharing of policy, doctrine and knowledge products.

51. The Departments of Peacekeeping Operations and Field Support are also strengthening partnerships with key United Nations partners, including an intensifying strategic-level dialogue with UNDP. Increasingly, they are working closely with the World Bank, which focused its *2011 World Development Report* on countries facing conflict and crisis.

E. Women and peace and security

52. The Departments of Peacekeeping Operations and Field Support also strive to ensure that the efforts of United Nations peacekeeping operations are informed by and have an effective impact on both women and men. Taking into account the changing United Nations gender architecture, including the creation of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), both Departments have prepared a draft forward-looking strategy on women and peace and security to ensure that their efforts are coherent and coordinated with those of other entities.

53. To support implementation of the 2010 gender training strategy, new training material for civilian staff was piloted in a training-of-trainers programme in Ghana. An online training course is also under development, while training material for military personnel was validated in an October 2011 workshop attended by representatives of a number of troop-contributing countries. In addition, the Office of Military Affairs has commenced tracking the implementation of the Guidelines for Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations.

54. There is continuing progress towards stronger representation of women in United Nations peacekeeping. Currently, 4 of 11 Special Representatives leading United Nations peacekeeping operations and 30 per cent of civilian staff are women. The Secretariat remains committed to this agenda, including global efforts to increase the share of women among United Nations Police to at least 20 per cent by 2014. In parallel, the United Nations is working to address gender needs more adequately in the design of modular accommodations for civilian and uniformed personnel.

55. The Departments of Peacekeeping Operations and Field Support are working in close collaboration with several partners to implement monitoring, analysis and reporting arrangements on conflict-related sexual violence. The Department of Peacekeeping Operations has worked with United Nations Action and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict to develop provisional guidance to implement monitoring, analysis and reporting arrangements, and an analytical and conceptual framing of conflict-related sexual violence was disseminated to missions in August 2011. During 2011 the Department of Peacekeeping Operations, along with the Office of the United Nations High Commissioner for Human Rights, developed a coordinated approach to addressing sexual violence in peacekeeping and a related set of tools to guide mandate implementation. In partnership with the Department of Political Affairs and the Office of the Special Representative of the Secretary-General on Sexual Violence in

Conflict, terms of reference for women protection advisers were developed for select missions, requesting the identification of advisers from within existing resources. Following the adoption of Security Council resolution 1960 (2010) in December 2010, and the subsequent development of guidance by the Offices of the Special Representative of the Secretary-General on Sexual Violence in Conflict and United Nations Action, Operational Guidance for women protection advisers is now being developed. Scenario-based training on conflict-related sexual violence for troop-contributors has been piloted in six countries and is being integrated into training on the protection of civilians. A United Nations Police standardized training curriculum on investigating and preventing sexual and gender-based violence in conflict environments was also developed and carried out five regional training-of-trainers programmes.

V. Putting stronger United Nations field support arrangements in place

A. Global field support strategy

56. The global field support strategy articulated by the Secretary-General in his report (A/64/633) provides a new model to improve the timeliness, quality, efficiency and accountability of support operations. Following its endorsement by the General Assembly in resolution 64/269, the Secretariat has remained closely engaged with Member States, in particular troop- and police-contributing countries, in its implementation, through briefings every other month to the Special Committee, workshops, as well as annual progress reports (first reported in A/65/643) and the report on the standardized funding model of the global field support strategy (A/65/696 and Corr.1).

57. In order to best prepare for and address risks posed by the implementation of the global fietd support strategy, the Department of Field Support conducted a self-assessment exercise with guidance froun the Office of Internal Oversight Services. This process, along with ongoing inputs from the senior leadership and staff of the Department of Peacekeeping Operations and the Department of Field Support assisted in the identification of risks and the development of mitigation strategies to better manage the process.

58. The global field support strategy defined four pillars to improve mission deployment and delivery of support services: modularization; service centres; financial framework; and human resources framework. The achievements in the implementation of the strategy in terms of improved support to the field as well as efficiencies gained in each of the four pillars are detailed in the Secretary-General's second report on its implementation of the global field support strategy (A/66/591).

59. The global field support strategy represents a transformation road map for the introduction of a new service delivery model to support peacekeeping and special political missions. As its primary objective, the strategy aims to consider possible efficiencies while ensuring that service delivery is improved in order to provide better support for mandate implementation by missions. Based on the service delivery model, the Secretariat is in a position to propose an optimization that will enable the United Nations to reduce overall requirements for resources while increasing and improving services to the field and supporting the rapid and effective

deployment of new missions. An "end-state" vision for the Department of Field Support, detailing functional structures and lines of accountability at the end of the service delivery exercise for the strategy (2010-2015), will be presented to Member States in a second non-paper to be issued in the first quarter of 2012 for consultation with Member States.

60. In the proposed end-state, a reduced overall footprint for the Department of Field Support is envisaged. The alignment of the Department at Headquarters with the organizational principles of the global field support strategy will require: (a) transfer of those transactional support activities currently carried out by the Department at Headquarters that do not involve close coordination with Member States and/or Secretariat implementing partners to the Global Service Centre; and (b) reprofiling of the current resources of the Department to create two new capacities for integrated planning, service delivery and quality control. This realignment will be carried out using existing resources and will be managed through the four Directors of the Department. The alignment is expected to yield an overall reduction in posts in the Department of Field Support as functions are streamlined and the reinforcement of the alignment of roles and responsibilities through a phased change management process.

B. Safety and security

61. The safety and security of all United Nations personnel remains a critical priority. The Secretary-General has honoured the service of those 103 men and women who lost their lives in the service of United Nations peacekeeping thus far in 2011. The Department of Safety and Security is working closely with the Departments of Peacekeeping and Field Support to implement the safety and security policies and procedures established through the Inter-agency Security Management Network. This system-wide network, in which both Departments participate fully, has addressed a range of issues over the past year, including: the use of private security companies; the control of firearms; road safety; security risk assessment practices; and interaction with host countries.

62. The Departments of Peacekeeping Operations and Field Support, working with the Department of Safety and Security, have adapted the security risk management process to military and police activities in the field. A new policy on security risk management for the Departments went into effect January 2011 aimed at allowing Headquarters and mission management to better assess the risks associated with the operations of uniformed elements, leading to better operational decision-making. The Special Committee will receive an informal briefing on its roll-out and implementation in early 2012.

63. The United Nations is also improving its organizational resilience and emergency preparedness, including security, crisis management, medical emergency, staff, victim and family support, business continuity, information technology and disaster recovery planning, which helps to prevent or mitigate security and safety risks to staff and ensures the continuation of critical operations. Both Departments have worked proactively with missions in 2011 to develop and test their business continuity and crisis management plans.

64. The Secretariat is also working to improve crisis management and decision-making while building on economies of scale through the establishment of a

common United Nations operations and crisis centre. The centre will draw from existing capacities from the Executive Office of the Secretary-General, the Departments of Peacekeeping Operations, Field Support, Safety and Security, Political Affairs and Public Information, the Office for the Coordination of Humanitarian Affairs and UNDP. It will capitalize upon synergies across the system, becoming the sole venue at United Nations Headquarters for managing crises in the field, meeting the need for common situational awareness. The Peacekeeping Situation Centre of the Department of Peacekeeping Operations, which will be situated within the United Nations operations and crisis centre, will continue to backstop peacekeeping operations on a day-to-day basis, under existing departmental reporting lines, while at the same time contributing to the system-wide effort. The Chief of the Peacekeeping Situation Centre will also have the role of Chief of the United Nations operations and crisis centre. The crisis centre is cost neutral and is considered an effective solution to system-wide needs and a practical demonstration of the United Nations "delivering as one".

VI. Ensuring more effective arrangements for planning, managing and oversight of missions

A. Engaging with troop- and police-contributing countries on mandate formulation and renewal

65. With the aim of strengthening mission planning and oversight, it is now established practice for the Department of Peacekeeping Operations to brief the Security Council and contributing countries before the renewal of mandates and before and after technical assessment missions. Formal meetings of the Security Council with troop- and police-contributing countries are also routinely scheduled prior to mandate renewal debates. In addition, the Department regularly organizes informal briefings, as required, including to inform troop- and police-contributing countries about specific developments in a mission area. Furthermore, integrated operational teams, including military, police, substantive and support personnel, maintain routine liaison with Member States at the expert level to brief them on mission-specific areas of interest. Each of these activities serves to strengthen triangular cooperation between the Security Council, the Secretariat and troop- and police-contributing countries.

B. Integrated planning

66. At the country level, a clear comparative advantage of United Nations peacekeeping is the common platform it offers to integrate political, rule of law, human rights and other expertise with operational military, police and logistics capabilities and to bring these capacities to bear in support of sustaining and building peace alongside other United Nations partners. However, to fully realize these synergies, integrated planning should be further strengthened. Currently, in all nine countries where integrated peacekeeping missions exist, integrated strategic frameworks are in place that identify common strategic objectives and clearly allocate key roles across the United Nations system.

C. Strengthening oversight and accountability

67. Command and control arrangements, which are also central to strengthening mission oversight, have historically been an area of concern for some troop-contributing countries. To address such concerns, a new internal evaluation of command and control is under way, drawing on the views of Member States in the Special Committee, military commanders from troop-contributing countries and extensive engagement with field missions. At the request of the Special Committee, a briefing will be provided on the findings of this evaluation in early 2012.

68. In its resolution 64/259, the General Assembly requested that the Secretary-General take appropriate measures to strengthen accountability within the United Nations. In line with that request, compacts and performance assessments are now in place for all heads of mission, special representatives of the Secretary-General and their deputies. The Department of Field Support is also taking significant steps to address this through preparations for the implementation of International Public Sector Accounting Standards, actions to make managers more accountable for their stewardship of resources, initiatives to hold mission personnel accountable for their personal conduct and efforts to preserve the environment where peacekeeping missions operate.

D. Conduct and discipline

69. Despite the collective and noteworthy accomplishments, dedication and sacrifices of United Nations peacekeepers over the years, their exemplary record continues to be clouded by serious acts of misconduct by a few individuals, including inexcusable acts of sexual exploitation and abuse. The Departments of Peacekeeping Operations and Field Support continue to implement the three-pronged strategy of the United Nations to address misconduct and sexual exploitation and abuse: prevention of misconduct; enforcement of United Nations standards of conduct; and remedial action, specifically in providing assistance and support to victims of sexual exploitation and abuse by peacekeeping and related personnel.

70. Over the past five years, conduct and discipline structures, preventative measures, awareness-raising and training activities put in place by the Departments of Peacekeeping Operations and Field Support have contributed to a reduction of reported misconduct, including sexual exploitation and abuse. Perhaps most visible is the steady decline of the number of sexual exploitation and abuse allegations reported over five years, in peacekeeping and special political missions, from 340 in 2005 to 85 in 2010.

71. The partnership between the United Nations and the Member States in addressing the conduct and discipline of personnel deployed on United Nations peacekeeping missions remains essential. In cooperation with the United Nations, Member States can take measures to assist in preventing misconduct, including through the screening of personnel to be deployed and the provision of training on the standards of conduct they are expected to uphold. However, prevention will never completely eliminate occurrences of misconduct. Reports of such occurrences must be fully investigated and those found to have engaged in misconduct must be held accountable in a timely manner. While the United Nations can take actions in

relation to individuals employed by the Organization, the assistance of Member States is crucial, in particular in holding deployed individuals accountable for the most serious forms of misconduct, including misconduct that amounts to a crime under national jurisdictions. Measures taken by Member States must then be communicated to the Secretariat, in order to ensure that those individuals who have engaged in misconduct no longer serve with the United Nations.

72. The Secretariat is developing an integrated conduct and discipline framework to enhance the integration of conduct and discipline expectations as a global corporate function. The framework focuses on strengthened accountability as a fundamental prerequisite for ensuring the proper management of the conduct of personnel. The development of the framework reflects the need to approach conduct and discipline from an organizational behaviour model rather than a more transactional approach that responds to conduct at the individual, incident level.

VII. Observations

73. The first two years of the New Horizon initiative were focused largely on the design of key policy and reform elements in consultation with Member States and other peacekeeping partners. This included reviews of lessons learned and the preparation of key guidelines, training modules and standards. Building on this work, the New Horizon initiative is now shifting to practical implementation on the ground.

74. The protection of civilians continues to be one of the core peacekeeping mandates on which mission effectiveness will be tested. Several missions have now developed protection-of-civilian strategies and current work is focused on training and on defining critical resources and capabilities more clearly. Scenario-based training materials developed in 2010 and 2011 will be incorporated into curricula at international peacekeeping training centres around the world. The United Nations, with its international partners, must now focus on how to assist host authorities to protect their own citizens.

75. Capability development is a second priority area with clear implications for mission deployment and performance. Pilot standards, developed for critical capabilities such as infantry battalions, are now being defined in a practical manual in consultation with troop-contributing countries. Cooperation between missions has helped with the response to short-term requirements but longer-term solutions are needed to address critical shortages, for example of helicopters, and to ensure a more strategic approach to force generation.

76. Finally, peacekeeping operations must continue to ensure they make the greatest possible contribution to national long-term processes of peacebuilding. This requires a keen awareness of the interdependence of peace, security, justice and development. It requires access to critical specialized skills, including through the United Nations ongoing reform of civilian capacities. The realization of the full potential of United Nations peacekeeping as an integrative platform requires still further improvement in the Secretariat's capacity to plan and manage missions.

77. United Nations peacekeeping must keep pace with the changing international environment. The current climate involves not only more complex mandated tasks for peacekeeping operations but also expectations that such tasks will be

accomplished within limited resources and that, as soon as possible, responsibilities will be handed over to national institutions and international partners. Peacekeeping operations and the systems that support them need to become more flexible, agile and dynamic in responding to the fast-paced contexts of the peace and security challenges that the United Nations and the international community may face in the future.

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Agenda item 54
Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2011 substantive session (A/65/19). The matrix is supplemental to the report of the Secretary-General (A/66/619). A summary of each recommendation is given, as well as reference to the relevant paragraph in the report of the Special Committee.

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	Paragraph in A/65/19
I. Restructuring of peacekeeping operations	
1. The Special Committee, noting the increasing complexity of United Nations peacekeeping operations, urges the Secretariat to better develop strategic communication and operational-level public information activities to ensure continued support for United Nations peacekeeping and to better respond to public perceptions of peacekeeping's role and impact on the ground. The Public Affairs Section of the Department of Peacekeeping Operations led efforts in three key areas. First, it directly engaged the media on a proactive basis to explain the achievements and protect the reputation of United Nations peacekeeping. Second, through an expanded digital media strategy, the Secretariat launched a new United Nations peacekeeping website in January 2011 (in October 2011 700,000 visits were recorded, compared with a previous peak of about 500,000 visits), which became available in all six official languages in September. Also, six thematic campaigns were conducted to raise awareness of the achievements of the Department of Peacekeeping Operations and the Department of Field Support, with the use of public information material from field missions. Finally, the Secretariat held a senior public information meeting in Entebbe, Uganda, in April 2011, bringing all public information components in the missions together with Headquarters staff to ensure a consistent, focused public message and the full utilization of public information products.	33
II. Safety and security	
2. The Special Committee recognizes the critical role that Joint Operations Centres and Joint Mission Analysis Centres play in enhancing the safety and security of peacekeepers. In this regard, the Special Committee requests the Secretariat to report on the impact of Joint Operations Centres and Joint Mission Analysis Centres on mission performance in advance of the 2012 regular session. Since the promulgation of policies and guidelines for Joint Operations Centres and Joint Mission Analysis Centres in January 2010, the Peacekeeping Situation Centre has provided technical guidance and support to a number of missions on the effective implementation of the policies, with a view to enhancing the impact of Joint Operations Centres and Joint Mission Analysis Centres on mission performance. The Situation Centre will provide further details during the informal briefing scheduled for January 2012.	38
3. The Special Committee notes the improvements made in the United Nations Security Risk Management model threat assessment through the introduction of the Security Level System effective 1 January 2011. The Special Committee requests the Secretariat to submit a progress report on the implementation and efficiency of the new methodology during the 2012 regular session. The Special Committee also requests that threat assessments in the existing missions be provided on a regular basis during the scheduled meetings of troop- and police-contributing countries. The requested information will be covered at the informal briefing on safety and security in January 2012.	39

	Paragraph in A/65/19
4. The Special Committee takes note with interest of the fact that new guidelines for the conduct of boards of inquiry have been developed and requests the Secretariat to make these guidelines available to Member States. Copies of the guidelines were distributed to the Special Committee on 8 November 2011 and posted on the Committee's website.	40
5. The Special Committee requests the Secretary-General to prepare and submit to the General Assembly, by the end of November 2011, a further comprehensive report on all the processes involved in the investigation and prosecution of crimes committed against deployed United Nations peacekeepers. The comprehensive report of the Secretary-General (A/66/598) has been issued.	41
6. The Special Committee stresses that any information about an occurrence in the United Nations missions involving sickness, injury or death of a peacekeeper should be brought to the notice of the Permanent Mission of the concerned Member State in a detailed and timely manner. In this regard, the Situation Centre of the Department of Peacekeeping Operations is asked, upon the occurrence of the incident, to bring information to the notice of the concerned State as soon as possible. In accordance with the standard operating procedures on the notification of casualties, the Situation Centre provides an initial notification to Member States in the event of death or serious injury of uniformed United Nations personnel serving in field operations led by the Department of Peacekeeping Operations. This is followed by a formal and more detailed notification by the Office of Military Affairs or the Police Division. The Situation Centre ensures the prompt notification of casualties of uniformed personnel upon receipt of a confirmed report from a field operation. The Department of Peacekeeping Operations and the Department of Field Support are currently reviewing the casualty notification process, with a view to improving, among other things, the timeliness of notification.	42
7. The Special Committee notes with concern that some deployed troop formations continue to be stretched to cover geographical areas that exceed their capacities. Such practices not only threaten the safety and security of those troops, but also adversely affect their performance, discipline, command and control and capacity to implement the mandate. In this regard, the Special Committee requests the Department of Peacekeeping Operations to present, before its next session, an assessment of the causes of such deviations and, where appropriate, proposals regarding ways to remedy the situation and to ensure that the United Nations peacekeeping personnel are deployed in accordance with the agreed concepts governing operation and deployment arrangements. The Office of Military Affairs has considerably reduced the geographical spread in two major ways, namely, through enhanced oversight and expanded interaction with troop-contributing countries. The Office exercises oversight through various mechanisms, including by providing guidance materials; sponsoring military capability studies, which, among other things, provide Headquarters recommendations on the employment of forces, and advising affected troop-contributing countries	43

	Paragraph in A/65/19
accordingly; synchronizing the staff planning of the Office with Force headquarters; and encouraging the engagement of the senior leadership of the Office with Force Commanders. These and similar measures are designed to ensure Headquarters control and prevent the risk of missions making decisions on the employment of forces that may result in the issues outlined in the Committee's report. Interaction with troop-contributing countries has significantly improved as part of the New Horizon initiative. The Office has intensified its consultations with troop-contributing countries, especially in case of a change in mandate, concept of operation, rules of engagement or force requirements. The Office also consults with troop-contributing countries before and after technical assessment missions, military capability studies and other forms of assessment and studies. Furthermore, operational documents were recently updated in line with changes in the mandate.	
8. The Special Committee underlines the importance of thoroughly vetting local security personnel hired by peacekeeping missions, including for criminal and human rights violations and links to security companies. The Special Committee takes note of the proposal for the development of a vetting policy and in this regard, requests that it be kept informed of the work of the working group established by the High-level Committee on Management to take the lead in the research and development, as appropriate, of a vetting policy. As of November 2011, the Human Resources Network of the High-level Committee on Management had not tabled this issue. The Office of Legal Affairs has advised that such vetting cannot be limited to national security but must include all national staff.	44
9. The Special Committee takes note of the finalization of the draft policy on the use of monitoring and surveillance technology and related standard operating procedures and recognizes their importance in efforts to improve the safety and security of peacekeepers. The Special Committee looks forward to a report on the related legal, operational, technical and financial considerations, before implementation of the policy, including the element of the consent of the countries concerned with regard to the application of such means in the field. The use of monitoring and surveillance assets, if available, will be considered on a case-by-case basis. The Secretariat, with the Office of Military Affairs in the lead, will discuss this subject during a round-table session with Member States.	45
10. The Special Committee reiterates the need to further improve the joint standard operating procedures and other relevant policies so as to enhance the mechanisms in the Secretariat and the field for managing crisis situations in a well-coordinated and effective manner. In this regard it is suggested that, whenever possible, planned crisis response exercises be introduced in the missions and at Headquarters. The Special Committee requests the Secretariat to submit a report on these efforts for its consideration during the 2012 regular session. The Department of Peacekeeping Operations and the Department of Field Support are actively engaged in a number of streams of work aimed at enhancing crisis	46

	Paragraph in A/65/19
response and management at Headquarters and in field operations. Relevant activities include the review of crisis-related policies and guidance, contingency planning, crisis preparedness training, business continuity planning, staff and victim support and the establishment of a common United Nations operations and crisis centre. The centre will draw from existing capacities from the Executive Office of the Secretary-General, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Safety and Security, the Department of Political Affairs, the Department of Public Information, the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme. For example, the Situation Centre has held crisis response cell training for mission staff in advance of the recent elections in the Democratic Republic of the Congo and Liberia. The Department of Peacekeeping Operations and the Department of Field Support will provide further details during the informal briefing scheduled for January 2012.	
III. Conduct and discipline	
11. The Special Committee requests that continued efforts be undertaken to enforce the rules and regulations governing misconduct so as to preserve the image, credibility, impartiality and integrity of the United Nations and, in this regard, looks forward to the annual report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse The requested report (A/65/742) was issued in February 2011, and a follow-up report will be issued in February 2012.	49
12. The Special Committee takes note of the efforts being undertaken by the Secretariat to standardize a process for notifying Member States of serious allegations of misconduct involving uniformed personnel deployed as experts on mission. The Special Committee requests that the guidance for field missions be finalized expeditiously so as to ensure that this process of notification is implemented effectively and efficiently, and also requests that the Secretariat report on this matter at its next substantive session. On 30 August 2011, all peacekeeping missions were formally reminded that they were to immediately report to the Department of Peacekeeping Operations and the Department of Field Support all serious allegations of misconduct, identified as those matters that would be classified as Category 1 by the Office of Internal Oversight Services, to enable notification of Member States by means of a note verbale sent to the Permanent Mission of the Member State whose national is alleged to be involved.	54
13. Stressing the importance of eliminating all forms of misconduct, the Special Committee remains concerned about new cases of misconduct reported, including sexual exploitation and abuse, and about the number of outstanding allegations still awaiting investigation, and encourages continued efforts to address this backlog, in accordance, where applicable, with the new model memorandum of understanding. ... The Special Committee looks forward to a more comprehensive analysis of the raw data in the forthcoming report this year on special measures for protection from sexual exploitation and abuse, and requests that the measures	59

	Paragraph in A/65/19
for protection from sexual exploitation and abuse be made available before the end of 2011. The Department of Peacekeeping Operations and the Department of Field Support continue to implement the United Nations three-pronged strategy to eliminate sexual exploitation and abuse: prevention of misconduct, enforcement of United Nations standards of conduct and remedial action. Training, awareness-raising activities and preventive measures at the mission level are at the centre of the actions taken by peacekeeping missions to prevent sexual exploitation and abuse. With regard to enforcement, complaint reception mechanisms are in place, and all complaints alleging misconduct are referred for investigation. When allegations are substantiated, they are referred for disciplinary action either by the United Nations in the case of civilian personnel or by Member States in the case of uniformed personnel, or referred for criminal accountability through Member States. Remedial action is effected through the implementation of the United Nations Comprehensive Strategy on Assistance to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel, using resources available to in-country networks and focal points on sexual exploitation and abuse under the United Nations country team for each peacekeeping mission.	
14. The Special Committee recalls the adoption by the General Assembly of resolution 62/214 containing the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel. ... The Special Committee requests an update on progress in the implementation of the Comprehensive Strategy before its 2012 substantive session. As reported in the latest report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/65/742), more needs to be done to ensure a United Nations system-wide implementation of the Strategy. The Secretariat is developing a framework that outlines the basic support services available at the mission and country levels, as well as the various actors, including United Nations common system partners and local institutions, that can provide assistance to victims. Fundamental to getting this framework into action is the designation of in-country networks and focal points on sexual exploitation and abuse under the United Nations country team. The Secretary-General is committed to using the resources that the Member States have appropriated for conduct and discipline matters to reach out to stakeholders in the mission area, so that there is improved awareness within the local communities and better reporting of allegations. These efforts will include outreach to the resident coordinator, under the auspices of whom the in-country network on protection from sexual exploitation and abuse would function. The Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse has also committed to implementing the Strategy and will also be involved in contributing to the framework.	60

	Paragraph in A/65/19
15. The Special Committee, recalling paragraph 63 of its previous report (A/64/19), takes note of the information provided in the addendum to the report of the Secretary-General (A/65/680/Add.1) regarding the outcome of the review completed in June 2010 under the auspices of the Inter-Agency Standing Committee. The Special Committee encourages enhanced leadership of the Inter-Agency Standing Committee Task Force. The Special Committee requests an update on progress in implementation of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel before its 2012 substantive session. See comments provided under paragraph 60.	63
IV. Strengthening operational capacity **General** **16. The Special Committee emphasizes the need for a comprehensive and inclusive discussion within the Committee on all aspects of the ways and means to enhance the effectiveness of peacekeeping missions, including by addressing the requirement for peacekeeping missions to be able to deter, through the posture they adopt and the actions they take, threats to the implementation of mandates, safety and security of peacekeeping personnel, and ongoing peace processes, in accordance with the Charter of the United Nations and the guiding principles outlined in [section V] of this report.** A summary report of the regional conferences on deterrence, use of force and operational readiness will be provided in conjunction with informal briefings to the Special Committee to facilitate discussions, consolidate thoughts and incorporate the wider strategic viewpoint of the Committee in support of the development of guidance material for missions and troop-contributing countries.	65
17. The Special Committee takes note with satisfaction of the Secretariat's ongoing work on the development of a comprehensive capability-driven approach with the aim of improving overall performance in the field. The Special Committee encourages the Secretariat to continue its work in this regard, in close cooperation with troop- and police-contributing countries, and to report back to the Committee on the progress achieved. Through workshops and consultations with Member States, the Secretariat continues to implement a comprehensive framework for capability development aimed at improved performance on the ground. Ongoing activities are focused on developing operational guidance and baseline capability standards for different peacekeeping functions, generating and sustaining critical resources, and strengthening training across all components with the support of Member States. An informal briefing will be provided to the Special Committee.	66

	Paragraph in A/65/19
18. The Special Committee takes note of the Secretariat's efforts in initiating the three-pronged pilot project for the design and testing of a methodology for capability standards development for infantry battalions, staff officers and military medical support ... and looks forward to the finalization and consideration of these baseline operation standards prior to the commencement of the next substantive session of this Committee. The Secretariat continues to work with Member States on the development of capability standards in the three pilot areas, including through periodic briefings and consultations. Initial standards for the three components are expected to be completed early in 2012, with roll-out and implementation progressing during the year. A review of the pilot outcomes and methodology is planned for 2012 and will inform future work on the development of capability standards for different peacekeeping components.	67
19. The Special Committee recommends that the Secretariat complete the recruitment of appropriately qualified personnel for established Joint Operations Centres and Joint Mission Analysis Centres posts as a matter of priority, while being mindful of the need for continuity of personnel in these posts. The Special Committee encourages the Secretariat to continue working on developing and delivering training to the personnel of Joint Operations Centres and Joint Mission Analysis Centres. The Special Committee stresses that all mission components should ensure that information is shared with Joint Operations Centres and Joint Mission Analysis Centres in a timely fashion, in order to enable those bodies to effectively carry out their functions. Similarly, Joint Operations Centres and Joint Mission Analysis Centres should ensure that their product is provided to mission senior leadership in a timely manner. The Peacekeeping Situation Centre has been supporting the Office of Human Resources Management and missions in recruiting appropriately qualified personnel to established posts in Joint Operations Centres and Joint Mission Analysis Centres. The Situation Centre worked with the Nordic Defence Cooperation in delivering the annual training course for Joint Mission Analysis Centres in December 2011 and has undertaken a training needs assessment for Joint Operations Centres. The Situation Centre will provide further details during the informal briefing scheduled for early 2012.	70
Military capacities	
20. The Special Committee notes with interest the ongoing study being conducted ... [to change] the way in which helicopters are generated, contracted, reimbursed and operated. The Special Committee requests that this review process be conducted in close consultation with Member States, particularly the troop-contributing countries. It further requests that this review be completed by 31 July 2011 and that its findings be presented to the Special Committee as soon as possible thereafter. An informal briefing was provided to the Special Committee on 26 July 2011, and a second briefing will be provided in advance of the Committee's upcoming session.	73

	Paragraph in A/65/19
21. The Special Committee calls upon the Department of Peacekeeping Operations and the Department of Field Support to build on the success of existing bilateral and multilateral initiatives as a means of encouraging Member States to develop mutually beneficial cooperation agreements on enlarging the base of troop-contributing countries. The Secretariat continues to engage current and prospective contributors on their participation in United Nations peacekeeping operations, including through the encouragement of strategic partnerships in support of expanding the contributor base. An analysis of existing and prospective mechanisms to better match potential contributors and providers of capacity-building assistance was carried out in 2011 and will inform ongoing Secretariat support to Member States processes.	74
22. The Special Committee notes the gap lists produced by the Secretariat aimed at identifying and communicating critical requirements in the missions and looks forward to having the results of the impact assessment of the production of such lists before the end of 2011. The assessment should also include an evaluation of the effectiveness of the United Nations Standby Arrangements System in helping to fill capacity gaps In the impact assessment of the production of gap lists, completed in 2011, it was recommended that the Secretariat adjust and augment a range of existing processes to improve the communication of critical resource requirements to Member States. Steps proposed included the use of updated Web-based technology to improve Member State access to and assessment of regularly updated data on critical gaps. The production of periodic "gap reports" was also recommended in order to provide: (a) a summary of gap list changes since the previous report; (b) a description of the impact that key gaps have on mandated tasks; and (c) a trend analysis of likely future gaps, to help Member States be more forward-looking in planning contributions. The issue of coordination of capacity-building efforts for troop-contributing countries was also evaluated, with findings indicating that the Secretariat should initially consider taking a scaled approach to such processes, beginning with mission-specific coordination systems. A focal point has been designated within the Office of the Assistant Secretary-General for Peacekeeping Operations to further develop these approaches, in close consultation with other divisions of the Department of Peacekeeping Operations and the Department of Field Support and with Member States. An evaluation of the impact of the United Nations Standby Arrangement System in helping to fill capacity gaps is also under way and will be reported on at the 2012 substantive session of the Special Committee.	75
United Nations police capacities	
23. The Special Committee requests the Secretariat to prepare a comprehensive report on the functioning of the Police Division of the Department of Peacekeeping Operations and the challenges faced by the police components in the United Nations peacekeeping missions and to present that report to the Committee before the end of 2011. The report of the Secretary-General on the United Nations police (A/66/615) is forthcoming.	78

	Paragraph in A/65/19
24. The Special Committee takes note of the approval of the revised policy on formed police units in United Nations peacekeeping operations and encourages the Secretariat to implement that policy in order to ensure efficient and effective use of formed police units in the conduct of their mandated tasks. The Special Committee requests the Secretariat to provide a briefing on the implementation of the policy in all relevant fields. A standard operating procedure on the assessment of formed police units in line with the new policy on formed police units is under development.	81
25. The Special Committee recognizes the growing need to build institutional police capacity in post-conflict environments and notes the ongoing work undertaken by Member States, the International Criminal Police Organization (INTERPOL) and the Secretariat. In this regard, the Committee emphasizes that the process should be carried out in consultation with and driven by Member States. Agreed and addressed in the briefing mentioned in the response to paragraph 83 below.	82
26. Informal briefings given during the 2011 session of the Special Committee mentioned that the Police Division was contemplating the development of a strategic doctrinal framework, as recommended by the Office of Internal Oversight Services in its report AP2007/600/01. The Special Committee requests a formal briefing before the commencement of this work. A briefing was provided to the Special Committee on 8 September 2011.	83
27. The Special Committee requests that a briefing be provided to it on the peacekeeping-related aspects of the report of the Secretary-General on the implementation of the mandates of the United Nations crime prevention and criminal justice programme, with particular reference to the technical cooperation activities of the United Nations Office on Drugs and Crime (A/65/116). An informal briefing will be provided in coordination with the United Nations Office on Drugs and Crime prior to the substantive session of the Special Committee.	86
V. Strategies for complex peacekeeping operations **General**	
28. The Special Committee recognizes the important role of civil affairs officers in United Nations peacekeeping operations. ... The Special Committee notes that successful implementation of many peacekeeping mandates requires consistent engagement with the local government and population and stresses that the inclusion of local staff in civil affairs components has been important. The Special Committee encourages the Secretariat to continue ongoing efforts to support the work of civil affairs officers, and requests that it continue to be informed of progress in this area.	96

	Paragraph in A/65/19
In 2011 the Secretariat finalized a handbook for civil affairs officers and conducted extensive consultations with peacekeeping missions regarding its content. The handbook, which outlines tips, skills and good practices for implementing the three core roles of civil affairs officers, will be launched early in 2012. The Secretariat has continued to develop and facilitate tailored in-mission skills training for civil affairs components after piloting this new approach in 2010.	
Peacebuilding issues and the Peacebuilding Commission	
29. The Special Committee looks forward to the finalization of a strategy for critical early peacebuilding tasks undertaken by peacekeeping missions, which is being developed by the Secretariat. The Special Committee calls for Member States and United Nations agencies, funds and programmes to be consulted throughout the process, and underlines the need for specific peacebuilding tasks undertaken by peacekeeping missions to be based on the priorities of the country concerned and on the specific context.	101
Copies of the strategy were distributed to the Special Committee on 14 October 2011, and the strategy was discussed by the Peacebuilding Commission on 25 October 2011. During its preparation, the strategy was discussed with key United Nations agencies and departments, as well as with the World Bank, at meetings convened by the Peacebuilding Support Office. A Department of Peacekeeping Operations/Department of Field Support Steering Committee was established to oversee its implementation.	
30. The Special Committee takes note of the presidential statement of 12 February 2010 (S/PRST/2010/2) and notes the efforts of the Security Council to improve its practices in order to ensure a successful transition from a peacekeeping operation to other configurations of the United Nations presence. ... In this regard, the Special Committee reiterates the importance of generating lessons learned and requests the Secretariat to report on how these lessons have been taken on board in order to ensure a smooth transition from a peacekeeping operation to other configurations of the United Nations presence.	111
The Department of Peacekeeping Operations and the Department of Field Support held a workshop in February 2011 with mission staff on lessons learned and best practices on transitions, including national and United Nations planning, capacity-development, staff management and communication and outreach. These lessons are informing the review of United Nations guidance materials, such as the Liquidation Manual and the guidelines on the integrated mission planning process, and informing operational support to missions preparing for transition.	
Disarmament, demobilization and reintegration	
31. The Special Committee commends the efforts to find innovative approaches ..., as described in the study on second-generation disarmament, demobilization and reintegration produced by the Department of Peacekeeping Operations. The Special Committee encourages the Secretariat to continue to develop and apply such approaches in relevant contexts and looks forward to the development of	118

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guidance for the field on fostering the effective implementation of the second-generation practices. In keeping with the work of developing second-generation disarmament, demobilization and reintegration approaches and guidance, the Disarmament, Demobilization and Reintegration Section of the Department of Peacekeeping Operations completed a feasibility study in June 2011 on the implementation of the community violence reduction approach in South Sudan, which included the participation of the Chief of the Community Violence Reduction Section in the United Nations Stabilization Mission in Haiti (MINUSTAH), where the approach has proven successful. Six community violence reduction pilot projects were subsequently included in the budget of the United Nations Mission in South Sudan (UNMISS) for 2012. In addition, the latest Security Council mandate for Côte d'Ivoire clearly draws upon the study on second-generation disarmament, demobilization and reintegration, including specific reference to the community violence reduction approach.	
32. The Special Committee welcomes the release of the report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) and appreciates the fact that the civilian reintegration of ex-combatants continues to pose particular challenges, requiring concerted efforts to help rapidly jump-start the economy in order to create employment opportunities for ex-combatants and the wider community. ... The Special Committee would welcome the advice of the Peacebuilding Commission when taking up this report. The report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) was issued on 21 March 2011.	119
33. The Special Committee recognizes the importance of the Integrated Disarmament, Demobilization and Reintegration Standards in supporting the planning and implementation of disarmament, demobilization and reintegration programmes supported by the United Nations. ... The Special Committee also notes the importance of continuing work in the areas of reintegration of ex-combatants and the connection between disarmament, demobilization and reintegration and peace processes, and requests the Secretariat to keep the Committee informed on these developments. The report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) focused on reintegration, while the Disarmament, Demobilization and Reintegration Section, in collaboration with the United Nations Development Programme, is updating and redrafting the reintegration module of the Integrated Disarmament, Demobilization and Reintegration Standards. At the same time, work on the connection between disarmament, demobilization and reintegration and peace processes is ongoing, with a module on the subject scheduled to be published as part of the Standards in mid-2012.	120
34. The Special Committee notes the need for greater use of existing mechanisms, such as temporary assignments, between the Secretariat and agencies, funds and programmes involved in disarmament, demobilization and reintegration, so as to increase the availability of relevant staff at critical early stages, and ensure their	121

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timely arrival on the ground to support the design and implementation of disarmament, demobilization and reintegration programmes. The Disarmament, Demobilization and Reintegration Section of the Department of Peacekeeping Operations has conducted six rounds of competitive written exercises and interviews in 2010 and 2011, the results of which were sent to the Field Central Review Board to populate its roster of cleared candidates in the area of disarmament, demobilization and reintegration for immediate deployment to United Nations missions. Work is also ongoing in the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration on a coherent "One United Nations" approach to make staff available from the Secretariat, as well as from agencies, funds and programmes at the earliest stages of disarmament, demobilization and reintegration programmes.	
Security sector reform **35. The Special Committee encourages the Secretariat to elaborate guidance on all aspects of security sector reform, in consultation with Member States, and stresses the importance of the development of such guidance on the basis of lessons learned and best practices. The Special Committee requests the Security Sector Reform Unit to continue to provide briefings on the development of such guidance, as well as on its activities, during its 2012 session, in particular the support provided to missions in the field.** The Department of Peacekeeping Operations promulgated a policy on United Nations support to nationally led defence sector reform efforts on 2 August 2011. Member States were consulted during the policy's development, including through the Military and Police Advisers Community and three Member State events on defence sector reform hosted by the Permanent Missions of Malaysia and the Netherlands. The Department has coordinated the development of four integrated technical guidance notes on security sector reform in the context of the inter-agency Security Sector Reform Task Force, as presented to the Special Committee during its 2011 substantive session. A briefing will be provided during the 2012 substantive session of the Committee.	126
36. The Special Committee reaffirms its support for the development of a United Nations roster of senior security sector reform experts. ... The Special Committee underlines the need for greater efforts by the Security Sector Reform Unit to ensure that the roster adequately reflects capacities in developing countries, particularly from those regions not currently represented. The Special Committee requests that the Security Sector Reform Unit provide an analysis of the roster's performance in its 2012 session. A briefing will be provided in advance of the 2012 substantive session of the Special Committee.	129

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Rule of law	
37. The Special Committee takes note with appreciation of the activities undertaken by the Office of Rule of Law and Security Institutions, and reiterates its request for a written analysis of how the Office's work contributes to closer coherence and synergies among its own sections and between other United Nations actors for more effective delivery on rule-of-law mandates. The requested written analysis will be circulated to the Special Committee in the form of a non-paper.	142
38. The Special Committee welcomes the creation of the Justice and Corrections Standing Capacity and its co-location with the Standing Police Capacity, and requests an update on progress made in the establishment and initial operations of the Justice and Corrections Standing Capacity and the extent to which it is able to meet demand for capacity in the rule-of-law sector. An informal briefing on the establishment and initial operations of the Justice and Corrections Standing Capacity will be provided to the Special Committee in January 2012.	143
39. The Special Committee takes note with appreciation the development of the United Nations Rule of Law Indicators instrument and the completion of pilot phases. The Special Committee encourages the Secretariat to implement them in peacekeeping operations as planned. The Special Committee requests periodic updates on the use of the indicators and an assessment of how they have supported national justice strategies to strengthen the rule of law and assisted rule-of-law planning and assistance in peacekeeping contexts. All permanent missions were invited to attend a briefing on the Rule of Law Indicators for the official launch of the project in July 2011. The implementation of the project is ongoing in Haiti, Liberia and South Sudan, and detailed reports for each country should be completed by June 2012. A briefing will be provided to Member States and the Special Committee immediately thereafter	145
40. The Special Committee welcomes the guidelines for reviewing the justice and corrections components of peacekeeping operations adopted by the Department of Peacekeeping Operations in 2009, which have been used for review visits to the field. The Special Committee requests the Secretariat to provide a briefing on the findings of the regular reviews undertaken. An informal briefing on the review visits to justice and corrections components in peacekeeping operations will be provided to the Special Committee in January 2012.	146.
41. The Special Committee takes note of the work of the Department of Peacekeeping Operations in developing a concept to support national authorities in establishing temporary prison facilities in the immediate aftermath of conflict or in response to natural disasters, when required, and requests the Secretariat to provide information on the elaboration of the concept prior to its next session. The	147

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Special Committee calls for Member States to be consulted throughout the development of this concept. A series of briefings were provided to Member States in 2010. During 2011, it appeared that the proposed International Corrections and Prisons Association concept was too costly. The Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations is consulting with the International Corrections and Prisons Association and the United Nations Office for Project Services to develop a portfolio of options. The completion of the portfolio and its presentation to Member States is scheduled for mid-2012.	
Gender and peacekeeping	
42. The Special Committee calls on the Department of Peacekeeping Operations to develop a forward-looking strategy, taking into consideration the Secretary-General's report on women and peace and security (S/2010/498), the Secretary-General's report on women's participation in peacebuilding (A/65/354-S/2010/466) and the Department of Peacekeeping Operations "Ten-year impact study on implementation of Security Council resolution 1325 (2000) on women, peace and security in peacekeeping". The Special Committee appreciates the "Open Days" organized by several field missions and further calls on the Department of Peacekeeping Operations to establish, as a regular practice, the convening of Open Days in field operations. A draft forward-looking strategy has been prepared and is being circulated internally for comments. Open Days were organized by several field missions in 2011 as a matter of regular practice.	148
43. The Special Committee welcomes the completion and dissemination of the Department of Peacekeeping Operations/Department of Field Support Guidelines for Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations, with a view to facilitating the implementation of the aforementioned resolutions, as well as the implementation strategy prepared by the Office of Military Affairs, and looks forward to receiving information from the Department of Peacekeeping Operations, and in particular the Office of Military Affairs, with respect to the implementation of and level of compliance with the Guidelines, and their impact on the work of the military component in the various peacekeeping missions. Three gender training modules have been drafted as part of the efforts made to implement and comply with the Guidelines. An associate expert who will lead the process of measuring the implementation and the level of compliance with the Guidelines has been selected.	149
44. The Special Committee takes note with appreciation of the gender training strategy developed by the Department of Peacekeeping Operations and requests its expeditious implementation. ... The Special Committee requests the Department of Peacekeeping Operations to furnish information to the Committee on the implementation of the training strategy and its impact in the field.	152

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The implementation of the gender training strategy is ongoing. Training material on gender for civilian staff has been piloted in a training-of-trainers programme held in Ghana; an online training course on gender and peacekeeping is under development; and training material for military personnel has been developed and validated in a workshop held in October 2011, which was attended by representatives from a number of troop-contributing countries.	
45. The Special Committee looks forward to the establishment of the monitoring, analysis and reporting arrangements on conflict-related sexual violence and calls on the Department of Peacekeeping Operations to support the operationalization of these arrangements, including through close cooperation with all relevant United Nations actors, including the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Special Representative of the Secretary-General for Children and Armed Conflict and United Nations Action Against Sexual Violence in Conflict. This matter will be addressed in both the informal and formal briefings on gender. Provisional guidance for the development of monitoring, analysis and reporting arrangements on conflict-related sexual violence and an analytical and conceptual framing of conflict-related sexual violence were developed by the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict in collaboration with United Nations Action Against Sexual Violence in Conflict (of which the Department of Peacekeeping Operations is a member) and disseminated to relevant missions in August 2011. Close cooperation is taking place with all actors, including the Office of the United Nations High Commissioner for Human Rights (OHCHR).	154
46. The Special Committee requests a briefing by the Secretariat by the end of 2011 on the women's protection advisers as mandated by Security Council resolution 1888 (2009), including their terms of reference and progress in, and possible challenges to, their deployment and work. This matter will be addressed in the informal and formal briefings on gender scheduled for January 2012. Terms of reference have been developed for women's protection advisers by the Department of Peacekeeping Operations in collaboration with OHCHR, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and the Department of Political Affairs and disseminated to missions.	154
47. The Special Committee welcomes the efforts of the Department of Peacekeeping Operations to update training programmes for military, police and civilian peacekeeping personnel to ensure that they include operational guidance on protecting women and girls from sexual violence. The Special Committee also urges the Department of Peacekeeping Operations to finalize and ensure the effective use of the operational guidance on the prevention of, protection from and response to sexual violence in conflict. A standardized training curriculum for police officers on investigating and preventing sexual and gender-based violence has been finalized, and four training-of-trainer courses were conducted. A specific scenario-based exercise on sexual and	155

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gender-based violence was developed in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women and has been incorporated into the training package on the protection of civilians (see response to para. 180). Scenario-based training for troop-contributing countries is ongoing. The operational guidance is in the process of being finalized for dissemination to missions led by the Department of Peacekeeping Operations for their input, following the recent finalization and dissemination of the provisional guidance on monitoring, analysis and reporting on conflict-related sexual violence, the analytical framing of conflict-related sexual violence and terms of reference for women's protection advisers.	
Children and peacekeeping	
48. The Special Committee looks forward to the early finalization of the policy implementation plan for the Department of Peacekeeping Operations' Policy Directive on Mainstreaming the Protection, Rights and Well-being of Children Affected by Armed Conflict, including training programmes and materials. The policy implementation plan has been finalized in consultation with all relevant offices. It will be rolled out upon its endorsement by senior management. The Department of Peacekeeping Operations launched a joint project with the United Nations Children's Fund, Save the Children Sweden and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict to update training materials on child protection for peacekeeping personnel, including a workshop with training experts from troop-contributing countries and child protection experts to validate the updated core predeployment tools and specialized training curriculum in Brindisi, Italy, in February 2012.	158
49. The Special Committee requests the Department of Peacekeeping Operations and field missions to continue to provide all necessary support to the Special Representative of the Secretary-General for Children and Armed Conflict and the Special Representative of the Secretary-General on Sexual Violence in Conflict and closely collaborate with them on the monitoring and reporting mechanisms as key components of overall child protection efforts. The Special Committee invites the Special Representative of the Secretary-General for Children and Armed Conflict to brief the Special Committee prior to its next substantive session and, as appropriate, at mission-specific meetings organized by the Department of Peacekeeping Operations with troop- and police-contributing countries. The Special Representative of the Secretary-General for Children and Armed Conflict will be invited to an informal briefing in advance of the 2012 substantive session.	160

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HIV and other health-related issues and peacekeeping	
50. The Special Committee requests the Department of Peacekeeping Operations and the Department of Field Support to continue to provide an annual detailed briefing to the Special Committee on the progress made in dealing with health-related issues in peacekeeping operations. The Medical Services Division will compile the relevant data for submission to the Special Committee at the annual briefing. In addition, a joint informal briefing on HIV/AIDS by the Department of Peacekeeping Operations and the Joint United Nations Programme on HIV/AIDS will be provided to the Special Committee and will include causes, rates and standardized data collection and reporting on HIV/AIDS-related repatriation and mortality in field missions.	163
51. The Special Committee takes note of the efforts of the Department of Peacekeeping Operations and the Department of Field Support to develop guidelines and policies on occupational health, as one possible means of reducing illness and injuries and enhancing the safety and well-being of peacekeeping personnel in the field. The Special Committee requests information, prior to its next session, regarding progress in this regard, including results of the implementation of occupational health guidelines in the field and any resultant decrease in illness and injury. The Medical Services Division completely revised the medical policies and guidelines on the United Nations system response to global pandemics. From September 2009 to October 2010, the Division coordinated a project involving multiple Secretariat departments and offices, alongside United Nations funds, agencies and programmes, to procure and deploy H1N1 vaccines and ancillary products to United Nations duty stations in locations with sub-optimal medical infrastructure. At the annual conference of Chief Medical Officers in Brindisi, Italy, this year, the Chief Medical Officers were issued guidelines on and templates for writing the medical part of missions' mass casualty plans.	165
Quick-impact projects	
52. The Special Committee encourages the Secretariat to continue work on the review of the Policy Directive [for Quick-Impact Projects], taking into account the relevant General Assembly resolutions, in particular resolution 61/276. The Secretariat is revising the Policy Directive for Quick-Impact Projects (February 2007) on the basis of lessons learned, taking into account discussions on quick-impact projects in the Special Committee and in the Fourth and Fifth Committees. Revisions to the policy will be completed by January 2012.	171
Other mandated tasks, including the protection of civilians	
53. The Special Committee expresses its concern at the length of time that it has taken for development of the draft resource and capability requirements for the implementation of protection-of-civilians mandates in United Nations	175

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peacekeeping operations. The Special Committee underlines the need for appropriate consideration thereof by Member States and encourages the Secretariat to continue to consult troop- and police-contributing countries, as well as other relevant actors within the matrix. The Department of Peacekeeping Operations and the Department of Field Support have held technical consultations with the relevant offices in the Secretariat in order to ensure that the full complement of resources and capabilities required for the implementation of protection-of-civilians mandates is captured in the draft matrix. All missions with protection-of-civilians mandates have also been consulted, and their feedback has been incorporated into the document. Both Departments are planning to hold focused consultations with troop and police contributors and other partners on the draft matrix in January 2012 to ensure that their views are incorporated therein.	
54. The Special Committee continues to recognize the importance of the development and updating, as appropriate, by all peacekeeping missions with protection-of-civilians mandates of comprehensive protection strategies incorporated in the overall mission implementation plans and contingency plans, in consultations with the host Government, local authorities, troop- and police-contributing countries, and other relevant actors, and requests those that have not yet carried out this task, to do so. Four peacekeeping missions have developed or are revising their comprehensive protection-of-civilians strategies, and two missions are undertaking preparations for the drafting of their strategies. One mission is consolidating its various protection assessments and action plans to provide a basis for the drafting of a comprehensive protection-of-civilians strategy. One mission will be finalizing its strategy following a technical assessment mission scheduled for early 2012.	176
55. The Special Committee takes note of the Framework for Drafting Comprehensive Protection of Civilians Strategies in United Nations Peacekeeping Operations as a practical tool for the development of mission-wide protection strategies. The Special Committee requests the Secretariat to continue consulting with Member States and all relevant actors on the Framework in order to continue to improve it, based on developments in the field and lessons learned, with due consideration of the full range of views of Member States, with the Framework to be updated as required. In August 2011, the Secretariat shared the Framework with relevant peacekeeping missions and partners in order for it to be utilized in the development or revision of mission-wide protection-of-civilians strategies. The Framework will continue to be improved on the basis of good practices and lessons learned from the field.	177
56. The Special Committee notes that some peacekeeping missions have developed benchmarks to measure progress in achieving all mandated tasks, including protection of civilians. The Special Committee requests further information on how such tools can help peacekeeping operations highlight the ways and means required to support continued implementation of these tasks. Since the Security Council's initial requests in 2003 for reporting on progress against benchmarks in Kosovo and Sierra Leone, the concept of measuring peace consolidation has come to embrace a broad range of peacebuilding contexts and	178

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activities. At present there are six peacekeeping operations that have benchmarks, namely, MINUSTAH, the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Mission in Liberia (UNMIL), the United Nations Integrated Mission in Timor-Leste (UNMIT), the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). In some of these cases, including in UNMIT and UNMIL, benchmarks have been used in the context of the mission's exit strategy, and in others (MONUSCO, UNOCI and UNAMID), they have included certain objectives pertaining to the protection of civilians, which must be met prior to the mission's withdrawal.	
57. The Special Committee recognizes the importance of improving planning processes as well as training, and recalls its request to the Secretariat to develop, as appropriate, training modules for all mandated tasks, including protection of civilians, for peacekeeping personnel, including senior mission leadership before and during deployment, based on lessons learned from past and existing peacekeeping missions and case analysis. The training package on the protection of civilians has been finalized and shared with the Special Committee. A detailed overview was also provided in the briefing on training on 17 October 2011. The training package has been posted on the Peacekeeping Resource Hub (www.peacekeepingbestpractices.unlb.org/) and made available to all troop- and police-contributing countries and training institutes. The first regional training of trainers on the protection of civilians was held in November 2011, and the Integrated Training Service is consulting with partners, such as the United Nations Institute for Training and Research (UNITAR) and Member States, on a broader roll-out of the package, including possible development of an e-learning protection-of-civilians package.	180
58. The Special Committee requests the Secretary-General to submit proposals on how to improve the ability of existing peacekeeping missions to respond to situations adversely affecting civilians, including all the necessary logistic support and training required for troop-contributing countries. A wide range of efforts have been undertaken by the Secretariat to assist peacekeeping missions in more effectively responding to situations adversely affecting civilians. These include the Framework for Drafting Comprehensive Protection of Civilians Strategies, which ensures that missions are oriented to the task and reminds missions of the need to assess the adequacy of their resources to protect civilians; the recently finalized protection-of-civilians training modules; and the draft resource and capability matrix, which inventories the human and material resources, as well as the training and preparedness required to implement protection-of-civilians mandates.	181
VI. Cooperation with troop-contributing countries	
59. The Special Committee urges the Secretariat to consult with troop-contributing countries in a timely manner when planning any changes in the military tasks, mission-specific rules of engagement, operational concepts or the command and control structure that would have an impact on the personnel, equipment, training and logistics requirements, so as to enable troop-contributing countries	185

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to contribute their advice in the planning process and to ensure that their troops have the capacity to meet the new demands. The Secretariat has been keeping the troop-contributing countries informed in a timely manner of the changes in strategic concepts of operations, rules of engagement and force requirements, in line with the mandates authorized by the Security Council, through various briefings and meetings, both formal and informal.	
VII. Triangular cooperation between the Security Council, the Secretariat and the troop- and police-contributing countries	
60. The Special Committee also underlines the importance of interaction between troop- and police-contributing countries and the Secretariat in the early stages of planning, and requests the Secretariat to produce predeployment threat assessments and make them available to troop- and police-contributing countries to new missions before those countries present their pledges to new missions. The Secretariat recognizes the importance of close interaction with potential troop- and police-contributing countries in planning new missions and is committed to sharing threat assessments with them, as recently done during the planning stages for UNMISS.	188
61. The Special Committee reiterates the necessity for troop- and police-contributing countries to be provided with comprehensive briefings on a regular basis on the situation of each peacekeeping operation. The Special Committee urges the Secretariat to meet reporting deadlines and circulate copies of the reports of the Secretary-General in all official languages on specific United Nations peacekeeping operations and encourages the Secretariat to organize regular meetings with troop- and police-contributing countries, ideally one week prior to Security Council consultations on mandate renewals. The Secretariat is committed to meeting reporting deadlines and circulating reports of the Secretary-General in all official languages in a timely manner. The practice of holding regular meetings with troop- and police-contributing countries has been further strengthened, and every effort has been made to systematically hold formal meetings one week before Security Council consultations on mandate renewals.	192
62. The Special Committee underlines the necessity for the Secretariat to provide the Security Council, troop- and police-contributing countries and other key stakeholders with an early assessment of capabilities, force generation and logistic resource requirements prior to the launching of a new operation or a major reconfiguration of a current peacekeeping operation. This requirement is well understood by the Secretariat and will be all the more easily achieved now that a reasonable amount of time exists between the adoption of a Security Council resolution and the start of a mission (with the Brahimi report (A/55/305-S/2000/809) citing six months as a reasonable delay).	196

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63. The Special Committee stresses the importance of regular updating, as often as necessary, of the planning documents by the Secretariat so as to ensure consistency with mandates of the Security Council and of informing troop- and police-contributing countries about those updates, and requests the Secretariat to adopt a mission-specific approach to planning, as appropriate, and to inform them in consequence thereof. The Secretariat and peacekeeping missions have been updating planning documents routinely, in accordance with the requirements of the Security Council and depending on the evolution of the political and security situation on the ground. Troop- and police-contributing countries have been kept informed through meetings and individual briefings.	197
64. Noting the interest expressed by troop- and police-contributing countries, the Special Committee urges the Secretariat to ensure the timely dissemination to members of the Special Committee, of Department of Peacekeeping Operations/Department of Field Support policy papers, guidance and training documents, manuals and regulations, and requests the Secretariat to ensure that such documentation is consolidated, updated and incorporated into a database which can be easily accessed. The Secretariat is in the process of preparing official Department of Peacekeeping Operations/Department of Field Support guidance and training documents to be uploaded to the Peacekeeping Resource Hub. These documents will be password-protected and made accessible to Member States.	199
VIII. Enhancement of African peacekeeping capacities	
65. The Special Committee reiterates its request that the established multidisciplinary African Union Peacekeeping Support Team continue to serve as a coordinating point for all issues in the Department of Peacekeeping Operations related to cooperation with the African Union, and to brief the Committee regularly on its functioning and mandate, particularly with regard to the question of providing much-needed support to the regional and subregional capacity. In this connection, the Special Committee stresses the importance of strengthening the African Peace and Security Architecture. The African Union Peacekeeping Support Team, which has existed since 2006, has been redeployed to the front office of the Assistant Secretary-General for Peacekeeping Operations to increase the profile and prominence of the strategic political and operational relationship between the African Union and the Department of Peacekeeping Operations. The Team chairs a working group on support to the African Union, which includes representatives from all offices of the Department of Peacekeeping Operations, as well as from the Department of Field Support. The United Nations Office to the African Union (UNOAU) in Addis Ababa, which was established in July 2010, has a multidisciplinary staff that works on a daily basis to support the African Union in all aspects of peace and security, including peacekeeping.	208

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66. The Special Committee underlines the importance of addressing the requirements of the African Union in the context of peacekeeping at the continental level. In this regard, the Special Committee takes note of the report prepared by the African Union-United Nations panel on modalities for support to African Union peacekeeping operations (see A/63/666-S/2008/813) and the report of the Secretary-General on support to African Union peacekeeping operations authorized by the United Nations (A/64/359-S/2009/470) and recommends the enhancement of effective partnership with the African Union to improve the planning, deployment and management of African peacekeeping operations. The Special Committee recognizes the need to enhance the predictability, sustainability and flexibility of financing peacekeeping operations undertaken under a United Nations mandate. These issues will be addressed in the report of the Secretary-General on United Nations-African Union cooperation in peace and security (S/2011/805), to be issued in December 2011 and discussed with the Security Council in January 2012.	209
67. The Special Committee reaffirms the need to strengthen training, logistics and other forms of support to the African Union that are crucial for effective and secure peacekeeping. ... The Special Committee therefore stresses the importance of close coordination between all international partners and donors supporting African Union capacity-building, including through enhancing the effectiveness of existing training centres in Africa. The Integrated Training Service is working in close consultation with UNOAU, as well as with training centres in Africa, to help strengthen the peacekeeping training capacity of the African Union. An update on capacity-building and training will be provided in the forthcoming report of the Secretary-General (S/2011/805). UNOAU is working closely with the African Union and its partners to ensure coordination and complementarity of capacity-building efforts through the peace and security cluster of the 10-year capacity-building programme for the African Union. In addition, an informal briefing will be provided prior to the Special Committee's next substantive session.	210
IX. Developing stronger United Nations field support arrangements	
68. The Special Committee underlines the importance of the informal briefings and, in order to enable discussions with troop- and police-contributing countries, requests the Secretariat to continue to provide informal bimonthly briefings on the [global field support] strategy in all its operational aspects. Informal bimonthly briefings have been conducted with members of the Special Committee in 2011. The briefing on 1 February gave an overview of the developments of the strategy's implementation. The briefing on 26 July provided details on progress made by the modularization working group, design activities and development of frameworks for enabling capacities, as well as the introduction of the modularization programme in field missions. On 29 September, the Committee was briefed on the current implementation status of the global field support strategy; the briefing included an overview of the functions proposed for transfer to the Global Service Centre for consideration of the General Assembly at its sixty-sixth session. The fourth	221

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briefing, on 5 December, presented the five-year modularization implementation plan. The next briefing is planned for 31 January 2012.	
69. Taking into consideration that the first module prototype will be available by June 2011 (phase IA module), the Special Committee requests the Secretariat to include in the bimonthly briefing the confirmed phase IA of the modularization concept. The Secretariat conducted two informal workshops with representatives of the Special Committee in the United Nations Logistics Base/Global Service Centre at Brindisi, Italy, and at Headquarters on 5 and 6 April 2011. The 200-person phase IA plan design and the five-year modularization implementation plan are completed. All briefings listed above included updates on the modularization pillar.	222
70. The Special Committee notes the establishment of the Regional Service Centre Steering Committee and requests the Secretariat to include in the bimonthly briefings the arrangements between missions for the establishment of priorities of work attribution in the Regional Service Centre at Entebbe. Briefings on 22 November 2010, 1 February 2011 and 29 September 2011 updated the Special Committee on the regional service centres.	223
71. The Special Committee requests the Secretariat to provide a briefing, prior to the next substantive session, on identified benefits to operational activities resulting from the implementation of the global field support strategy, in particular on how field missions are better supported. The briefing on 29 September 2011 mentioned above addressed this issue.	224
X. Best practices	
72. The Special Committee notes with satisfaction the development of the website of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations, entitled "Peacekeeping Resource Hub: Policy, Lessons Learned and Training for the Peacekeeping Community". ... The Special Committee regrets that this website is available in only one official language and requests the Secretariat to provide a briefing before the end of 2011 on the steps taken to make the website available in the official languages of the United Nations. The Department of Peacekeeping Operations and the Department of Field Support are currently having a number of frequently used guidance, lessons learned and training documents translated into French to be made available on the Peacekeeping Resource Hub.	226
73. The Special Committee, bearing in mind that major crises, including natural disasters, can have strong effects on United Nations peacekeeping operations, reiterates its requests to the Secretariat to provide the Special Committee with a report on the likely impact that such events may have on missions and how the United Nations is able to respond to them, in particular through contingency planning. This request will be addressed at the informal briefing on crisis management.	227

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74. The Special Committee reiterates its request contained in paragraph 185 of its report (A/64/19) and, taking note of paragraph 80 of the addendum to the Secretary-General's report on the implementation of the recommendations of the Special Committee (A/65/680/Add.1) in relation to contingency planning, requests a briefing before the end of June 2011, on the business continuity planning template referred to in the report, which has been issued to field operations. This request will be addressed at the informal briefing on crisis management.	228
XI. Training	
75. The Special Committee ... expresses concern over the decision of the Department of Peacekeeping Operations regarding the allocation of its resources away from training activities. The Special Committee requests a briefing from the Department of Peacekeeping Operations regarding the projected impact of this decision on the development and delivery of training at a time when training needs are expanding and diversifying, and how the implementation of its partnership strategy, as mentioned in the report of the Secretary-General on the progress of training in peacekeeping (A/65/644 and Corr.1), might offset this impact. The Integrated Training Service has made every effort to reduce the impact of the budget cuts on training development and delivery. However, in the light of the current financial constraints, some adjustments of training programmes, including deferral of some priority training requirements, have had to be made. The Integrated Training Service has partnered with a number of Member States and training institutions in order to meet the needs for training development and delivery. Discussions have been initiated with UNITAR and the United Nations System Staff College on practical measures to improve coordination and maximize cost efficiency in training.	230
76. The Special Committee takes note of the ongoing efforts referred to in the Secretary-General's report on the progress of training in peacekeeping (A/65/644 and Corr.1) regarding cooperation among the Department of Peacekeeping Operations and the Department of Field Support, the United Nations Institute for Training and Research and the United Nations System Staff College with regard to the delivery of the Senior Mission Leadership Course and the development of a common peacekeeping curriculum and scenario-based exercises, which aim at building synergies among training entities. In this regard, the Special Committee requests that the Secretariat keep Member States informed about the implementation of this partnership strategy and report, before the end of 2011, on how such partnerships improve the coordination, effectiveness and delivery of peacekeeping training programmes for peacekeepers. A discussion of training partnerships was included in the briefing on training to the Special Committee on 17 October 2011. The Integrated Training Service continues to seek collaborative arrangements with partners, including Member States and Member State-supported peacekeeping training institutions, in the consultation and pilot phases of training development and in the roll-out of training-of-trainer courses. Consultations with UNITAR and the United Nations System Staff College are ongoing	231

	Paragraph in A/65/19
and focus on practical cooperation. With regard to the civilian core curriculum, discussions are under way with the Staff College concerning a potential inventory of existing courses and other resources that could address recognized gaps in a variety of fields, including strategic planning, integration, mentoring and skills transfer. Regarding the organization and delivery of the Senior Mission Leadership course, discussions continue between UNITAR and the Departments of Peacekeeping Operations and Field Support about how best to leverage their respective comparative advantages and expertise in further developing the course.	
77. The Special Committee requests a consolidated update on predeployment training strategy, regulations and opportunities currently open to Member States to ensure that troops and police committed to United Nations peacekeeping operations are properly prepared for their mission. This briefing should cover, but not be limited to, training for military staff officers, observers and contingents, and individual police and formed police units, and should take account of projects being undertaken by the Office of Military Affairs, the United Nations Police Division and the Integrated Training Service of the Department of Peacekeeping Operations. The Special Committee requests this briefing before October 2011. This update was provided in the briefing on training to the Special Committee on 17 October 2011.	232
78. Predeployment visits are an essential tool in assisting the deploying unit in focusing on the requirements necessary to carry out the mandated tasks of the mission. In this regard, the Special Committee calls on the Department of Peacekeeping Operations to work with troop- and police-contributing countries in designing a visits system which would be mutually beneficial in ensuring a common understanding of United Nations-issued training documents prior to field deployment. The purpose of predeployment visits is to ensure that a troop-contributing country that is about to deploy a contingent to a United Nations peacekeeping operation meets the force requirements. Usually these visits occur only a short number of weeks or months prior to deployment. Training documents should be — and are — available much earlier in the preparation process. Therefore, predeployment visits are not the right instrument to ensure common understanding. At the request of a troop-contributing country, the Office of Military Affairs could dispatch an operational advisory team very early in the preparation process to provide advice on the specific operational challenges in a particular mission and the related mission-specific training.	233
79. The Special Committee supports the efforts of Member States, and regional arrangements within their mandates, to enhance the capacity of peacekeeping personnel at peacekeeping training centres, and encourages Member States to provide further support for these efforts. ... The Special Committee looks forward to receiving a comprehensive briefing on the Department's training guidance materials for those centres, and revised procedures and criteria for United Nations recognition of the centres' courses. The Special Committee	239

	Paragraph in A/65/19
highlights the importance of a more expedited process in the resumption of the recognition process. In addition, the Special Committee requests the Secretariat to investigate the possibility of certifying training centres and to report back before the Committee's next substantive session. A list of materials and a briefing on training recognition were included in the presentation on training provided to the Special Committee on 17 October 2011. The information is also available through the online Peacekeeping Resource Hub. In accordance with established policy, training recognition is focused on specific courses and not on training institutions. A review of the policy and standard operating procedures regarding training recognition will be undertaken in conjunction with the training needs assessment to be conducted in 2012.	
80. The Special Committee recalls paragraph 151 of its report (A/63/19) and reiterates its requests to the Department of Peacekeeping Operations for an update on the progress made on the standardized training modules for potential senior mission leaders and a training package on the integrated mission planning process. A module on the integrated mission planning process is included in the Senior Mission Leadership Course. In addition, the course includes a planning exercise that reflects the integrated mission planning process and runs throughout the course.	240
81. The Special Committee recalls paragraphs 152 and 194 of its reports A/63/19 and A/64/19, respectively, and notes with concern that the finalization of training standards, deployment guidelines for formed police units and specialized training modules for formed police units has not been carried out. The Special Committee requests the Secretary-General to ensure their completion before the end of 2011. The United Nations standardized formed police unit predeployment training curriculum has been finalized, and the first regional train-the-trainer course conducted by the Police Division and the Integrated Training Service of the Department of Peacekeeping Operations was completed on 16 December 2011. The specialized training modules for formed police units have been finalized, and a pilot four-week training of trainers, which included participants from 22 police-contributing countries, was conducted in November and December 2011. The training material will be available upon the conclusion of the pilot training.	241
82. Recalling paragraph 154 of its 2009 report (A/63/19), in which the Special Committee called upon the Secretariat to evaluate the Senior Mission Administration and Resource Training Programme, including the post-course analysis of each programme, and the progress of the integration of the conduct of the programme into the Integrated Training Service, the Special Committee requests the Secretariat to provide a briefing on the findings of the evaluation by the end of September 2011. The findings of an initial independent evaluation of the Senior Mission Administration and Resource Training Programme were presented in the briefing on training provided to the Special Committee on 17 October 2011. Overall ratings by participants in the Programme were positive. A thorough evaluation of the return on investment of the programme, designed to measure results of the training, e-learning	242

	Paragraph in A/65/19
and face-to-face workshops, will require assessment over a longer term (at least three years). A report on the results will be compiled annually on each cycle of the Programme. The data-collection process is currently being improved to include a wider audience, such as heads of units or components and supervisors, in measuring changes in the performance of Programme participants.	
83. The Special Committee notes the sustained increase in the police dimension in a number of missions, and further stresses the need to address shortfalls in the standing force requirement in the field of police, subject to consultations with Member States. The Special Committee underscores the need to maintain an appropriate support and guidance capacity at United Nations Headquarters in order to ensure adequate oversight and guidance for the field and to complement the work of the Integrated Training Service. With regard to the growing expertise required in the peacekeeping missions, the Special Committee requests the Department of Peacekeeping Operations to recommend measures to address the training gap. These issues are addressed in the internal report on the comprehensive analysis of the Police Division, Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations, issued in December 2008, and the forthcoming report of the Secretary-General on the United Nations police (A/66/615).	243
XII. Personnel	
84. The Special Committee notes with concern the ongoing delays in the recruitment and selection process for appointments of military and police specialists in the Department of Peacekeeping Operations. The Special Committee urges the Secretariat to expedite the recruitment and selection system for seconded military and police personnel, with a view to filling vacant positions in a timely manner. After a thorough review of the current recruitment and selection process of military and police specialists in the Department of Peacekeeping Operations and the Department of Field Support, it was agreed with the Office of Human Resources Management that several lengthy steps be discontinued. The new recruitment and selection process is currently being tested as part of phase II of the selection campaign for 2011 advertised on 4 November 2011. Representatives of Member States were briefed about the changes in a series of joint briefings conducted by the Department of Peacekeeping Operations and the Office of Human Resources Management.	256
85. In the context of human resources management and the ongoing reform in this area, the Special Committee recalls that the General Assembly, in paragraph 4 of section VIII of its resolution 63/250, requested the Secretary-General to submit proposals on a strategy to implement an efficient and effective training and professional development programme. The Special Committee reiterates its support for the exploration of this issue, with a view to improving retention of valuable staff in the United Nations peacekeeping bodies. The succession management pillar in the human resources framework of the global field support strategy has the objective of ensuring the adaptability and capability of the mission workforce, enabling the Organization to capitalize on the	258

	Paragraph in A/65/19
investment made in staff development. One of the elements of this pillar is the development of e-learning modules and certification programmes, beginning with human resources management. In early 2011, the Field Personnel Division launched the e-learning human resources management certification programme, an online training programme developed in cooperation with Cornell University. This programme includes a combination of academic and field support-specific courses aimed at enhancing professionalism and ensuring a uniformly high standard of human resources management delivery in the field and at Headquarters. As at 15 November 2011, the programme had 777 participants. In addition, the Integrated Training Service of the Department of Peacekeeping Operations has begun work on the design of a core civilian curriculum for peacekeeping staff in consultation with UNITAR and the United Nations System Staff College, and the Senior Mission Administration and Resource Training Programme remains central to the development of a cadre of professional peacekeeping administrators.	
86. The Special Committee recalls paragraph 4 of section II of General Assembly resolution 64/269, in which the Assembly expressed deep concern about the delays in the settlement of claims in respect of death and disability and requested the Secretary-General to take urgent measures to eliminate the existing backlog of death and disability claims pending for more than three months and to report on the progress made to the Assembly at the second part of its resumed sixty-fifth session. The account of the progress in handling death and disability claims was included in the report of the Secretary-General of 2 February 2011 (A/65/715). Updated figures are contained in annex II to the report of the Advisory Committee on Administrative and Budgetary Questions of 21 April 2011 (A/65/743). As directed by the General Assembly, the Secretariat endeavours to settle all death and disability cases within the prescribed three-month period, except for cases where a longer period of time is required for the determination of the degree of permanent disability. It is noted that some disability claims may remain in process because in all disability cases, the final determination cannot be made until a final medical report detailing the degree of permanent disability is received from the troop- or police-contributing country. The determination can be a lengthy process owing to the long period of time between the occurrence of the incident and the completion of all treatment and achievement of maximum improvement.	265
XIII. Financial issues	
87. The Special Committee notes with concern the difficulties experienced by Member States in providing the data requested in the survey questionnaire under the provisions of General Assembly resolution 63/285. In this regard, the Special Committee requests the Secretary-General to intensify the efforts of the Secretariat, in particular the Department of Field Support and the Department of Management, to work closely with troop-contributing countries with a view to facilitating data collection and assisting in the completion of the questionnaire, in order to maintain the process within the envisaged time frame. In accordance with General Assembly resolution 63/285, the Secretariat disseminated the first survey questionnaire in August 2010 to all Member States that contributed troops or formed police units in the previous three years. The survey was	274

	Paragraph in A/65/19
disseminated to permanent missions and to the highest-ranking official in charge of financial issues in the ministry of defence and ministry in charge of police, where those had been made known to the Secretariat. In accordance with the approved methodology, the first survey is to establish an empirical baseline for consecutive reviews. Following the first survey, three annual surveys are to be conducted, after which the results will be presented to the General Assembly. The second survey was disseminated in August 2011 to all Member States that contributed troops or formed police units in the previous three years. At the same time, the Secretariat invited representatives from permanent missions to a briefing regarding the survey, which was held on 9 August 2011. Approximately 30 representatives from permanent missions attended the briefing. The Secretariat also established a help desk in the Peacekeeping Financing Division of the Department of Management to which Member States could send any questions they might have regarding the survey. Furthermore, at bilateral meetings held with Member States, representatives from the Department of Peacekeeping Operations, the Department of Field Support and the Department of Management have reiterated the request that Member States complete the survey and addressed any questions raised in this regard. As requested by the General Assembly in its resolution 65/289, the Secretariat remains available to assist with any technical questions regarding the survey.	
XIV. Other matters	
88. The Special Committee takes notes of the Environmental Policy for United Nations Field Missions developed by the Department of Peacekeeping Operations and the Department of Field Support, and stresses the importance of peacekeeping missions' taking steps aimed at implementing sound environmental practices. The Special Committee recommends that the Secretariat brief the Committee on United Nations environmental policy, as it relates to field missions, before the Committee's next session. An informal briefing will be provided before the 2012 substantive session of the Special Committee.	278

United Nations A/66/620–S/2011/780

General Assembly
Security Council

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General Assembly
Agenda item 127
International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994

Security Council
Sixty-sixth year

Identical letters dated 16 December 2011 from the Secretary-General addressed to the President of the General Assembly and the President of the Security Council

I have the honour to transmit to you the attached letter dated 26 November 2011 that I have received from Judge Khalida Rachid Khan, President of the International Criminal Tribunal for Rwanda (see annex).

In her letter, Judge Khan requests the extension of the term of office of four permanent judges and seven ad litem judges of the Trial Chamber until 30 June 2012 or until the completion of the cases to which they are assigned, if sooner. I recall that, pursuant to Security Council resolution 1932 (2010) and General Assembly decision 64/415, the current term of office of the Trial Chamber judges is set to expire on 31 December 2011. However, contrary to previous projections, several cases will not be completed by the end of 2011. It is therefore necessary to extend the term of office of the judges to enable them to complete the cases.

It falls to the General Assembly and the Security Council to consider and decide on these requests. Accordingly, I would be grateful if you would bring the present letter and its annex to the attention of the General Assembly and the Security Council.

(*Signed*) **BAN** Ki-moon

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Annex

Letter dated 26 November 2011 from the President of the International Criminal Tribunal for Rwanda addressed to the Secretary-General

I am writing to request the extension of the terms of office for a number of the Tribunal's judges. In connection with this, I am also submitting an updated trial schedule (enclosure 1) and an overview of the current assignments of all trial judges serving at the Tribunal (enclosure 2). I ask that you submit this request to the Security Council and the General Assembly for appropriate action, where required.

During the course of 2011, so far one permanent and two ad litem judges have completed their service to the Tribunal and demitted office and two further ad litem judges will demit office on 31 December 2011. Judges de Silva and Hikmet left in May 2011, Judge Short departed in October 2011, and Judges Arrey and Akay will leave the Tribunal upon completion of their cases in December 2011.

Based on the current trial schedule attached, I seek extension of the terms of office for our four remaining permanent trial judges and for seven of our nine ad litem judges. The extension request takes into consideration that three of our permanent judges will be redeployed to the Appeals Chamber in line with Article 13 (3) of the Statute.

I must note that there will be a need to seek further extensions should the referral of the *Uwinkindi* case to Rwanda be reversed on appeal.

Below, I have discussed each judicial activity that will require extensions into 2012. I have asked for extensions for all judges until 30 June 2012, or upon completion of the cases to which they are or will be assigned, if sooner. As you will note, some judges will complete their work in the first quarter of 2012. I have asked for an overall extension until June 2012 as circumstances frequently arise that require short-term extensions as well as completion of cases which cannot yet be firmly scheduled.

Trials

Karemera et al. (Judges Byron, Kam and Joensen)

The *Karemera et al.* judgement will be delivered as anticipated on 21 December 2011. However, it is expected that a short period will be needed after oral delivery to finalize the very complex written judgement. The finalization of the judgement has been delayed by disclosure of possible exculpatory material in October 2011. Even with the time to finalize the written judgement, this will be by far the shortest time needed between the close of evidence and delivery of judgement in any multi-accused case in the history of the Tribunal.

Nizeyimana (Judges Muthoga, Park and Fremr)

The *Nizeyimana* judgement will be delivered in March 2012, which has been the date anticipated in the last two completion strategy reports.

Nzabonimana (Judges Bossa, Tuzmukhamedov and Rajohnson)

Judgement delivery is now expected in March 2012 instead of December 2011, due to the procedural complexity of the case, the reopening of the evidence phase to hear further Defence evidence, and the judges' intensive final work in other cases. I had informed the Security Council of this delay in my letter of 26 September 2011 to the Secretary-General requesting Judge Tuzmukhamedov's temporary part-time assignment. I also discussed this in my address presenting the annual report to the General Assembly on 11 November 2011.

Ngirabatware (Judges Sekule, Bossa and Rajohnson)

The *Ngirabatware* judgement is now scheduled to be delivered in June 2012 rather than March 2012. This is due in part to the unanticipated length of the Defence case, which has been extended due to fair trial requirements, as well as to the involvement of the judges in other trials. I also noted this delay in my speech to the General Assembly on 11 November 2011.

Other judicial activities

- *Munyagishari*: Pre-trial and rule 11 bis referral application (Judges Khan, Muthoga and Park). The Prosecution filed a rule 11 bis motion for referral of the case to Rwanda on 3 October 2011. A decision on this is expected in early 2012 after the decision is rendered on the appeal of the *Uwinkindi* referral.
- *Sikubwabo* and *Kayishema*: Rule 11 bis referral application (Judges Khan, Joensen and Kam). A decision on this is expected in early 2012 after the decision is rendered on the appeal of the *Uwinkindi* referral.
- Lifting of over 500 witness protection orders (thus far, Judge Joensen). Work has begun on the lifting of hundreds of witness protection orders so that the Residual Mechanism will not be burdened with the resource demanding management of witnesses whose protection is no longer required.
- Three anticipated contempt cases will be assigned benches upon arrest of the fugitive accused, and are expected to require judges until 30 June 2012.

Permanent judges

All remaining permanent trial judges, except for Judge Byron, are to be redeployed to the Appeals Chamber upon completion of their work, at which time their terms of office will be the same as the terms of office of other Appeals Chamber judges, pursuant to Security Council resolution 1878 (2009). Until then, extension is sought in line with the current anticipated completion of their work in Arusha.

Extensions are sought until 30 June 2012 or completion of the cases to which they are or will be assigned, if sooner, for the following:

Judge Khalida Rachid Khan (Pakistan)
Judge William H. Sekule (United Republic of Tanzania)
Judge Charles Michael Dennis Byron (Saint Kitts and Nevis)
Judge Bakhtiyar Tuzmukhamedov (Russian Federation)

Ad litem judges

All ad litem judges are expected to demit office at the completion of their current judicial activities.

Extensions are sought until 30 June 2012 or completion of the cases to which they are or will be assigned, if sooner, for:

Judge Vagn Joensen (Denmark)
Judge Solomy Balungi Bossa (Uganda)
Judge Lee Gacuiga Muthoga (Kenya)
Judge Seon Ki Park (Republic of Korea)
Judge Gberdao Gustave Kam (Burkina Faso)
Judge Robert Fremr (Czech Republic)
Judge Mparany Rajohnson (Madagascar)

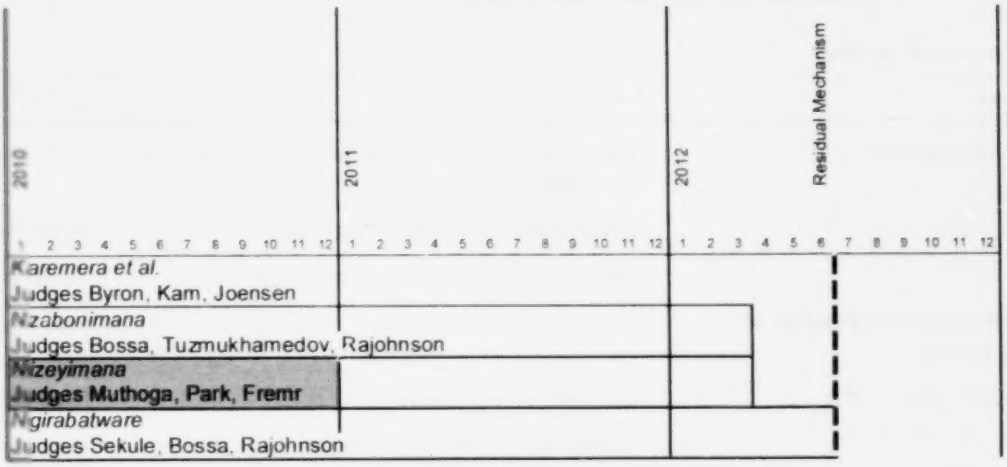
These matters are of crucial importance to ensure that the Tribunal can meet the goals of its completion strategy, that is, the completion of all trials by the first half of 2012 and of all appeals by the end of 2014.

I would therefore be grateful if you would bring this request to the attention of the Security Council and the General Assembly for necessary action, where required.

(*Signed*) Khalida Rachid **Khan**
President

Enclosure 1

Projected schedule of the International Criminal Tribunal for Rwanda as of 26 November 2011*


2010
2011
2012
Residual Mechanism
1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 4 5 6 7 8 9 10 11 12
Karemera et al.
Judges Byron, Kam, Joensen
Nzabonimana
Judges Bossa, Tuzmukhamedov, Rajohnson
Nizeyimana
Judges Muthoga, Park, Fremr
Ngirabatware
Judges Sekule, Bossa, Rajohnson
Key:
Pre-trial
Trial

Other work

Reviewing approximately 500 witness protection orders

Review of six amended indictments with respect to fugitives

Decisions in at least two further rule 11 bis applications

Three expected contempt cases

Kabuga, Mpiranya and Bizimana rule 71 bis preservation of evidence proceedings

Rules Committee final review of draft rules of procedure and evidence of the International Residual Mechanism for Criminal Tribunals

* Dates are indicated for oral delivery of judgements. Additional time is sometimes required to finalize complex written judgements.

Enclosure 2

Current assignments of the trial judges of the International Criminal Tribunal for Rwanda and expected completion dates as of 26 November 2011

Permanent judges

Judge	*Assigned case*	*Projected completion date*[a,b]
Khan (Pakistan)	*Sikubwabo* rule 11 bis and *Kayishema* rule 11 bis (Presiding)	To be announced
	Munyagishari pre-trial (Presiding)	To be announced
	Munyagishari rule 11 bis (Presiding)	To be announced
Sekule (United Republic of Tanzania)	*Ngirabatware* (Presiding)	June 2012
Byron (Saint Kitts)	*Karemera et al.* (Presiding)	December 2011
	Uwinkindi pre-trial (Presiding)	To be announced
Tuzmukhamedov (Russian Federation)	*Ndahimana*	November 2011
	Nzabonimana	March 2012

Ad Litem Judges

Joensen (Denmark)	*Karemera et al.*	December 2011
	Uwinkindi pre-trial	To be announced
	Kabuga rule 71 bis	March 2012
	Sikubwabo rule 11 bis and *Kayishema* rule 11 bis	To be announced
Bossa (Uganda)	*Ngirabatware*	June 2012
	Nzabonimana (Presiding)	March 2012
Muthoga (Kenya)	*Nizeyimana* (Presiding)	March 2012
	Munyagishari pre-trial	To be announced
	Munyagishari rule 11 bis	To be announced
Arrey (Cameroon)	*Ndahimana* (Presiding)	November 2011
	Mpiranya rule 71 bis	December 2011
Park (Republic of Korea)	*Nizeyimana*	March 2012
	Munyagishari pre-trial	To be announced

Judge	*Assigned case*	*Projected completion date*[a,b]
	Munyagishari rule 11 bis	To be announced
Kam (Burkina Faso)	*Karemera et al.*	December 2011
	Bizimana rule 71 bis	December 2011
	Sikubwabo rule 11 bis and *Kayishema* rule 11 bis	To be announced
	Uwinkindi pre-trial	To be announced
Fremr (Czech Republic)	*Nizeyimana*	March 2012
Rajohnson (Madagascar)	*Ngirabatware*	June 2012
	Nzabonimana	March 2012
	Ndahimana	November 2011
Akay (Turkey)	*Ndahimana*	November 2011

[a] All completion dates to be announced will be determined after the Appeals Chamber renders the *Uwinkindi* decision.
[b] Where judgement delivery dates are discussed, the dates indicated are for oral delivery. Additional time is sometimes required to finalize complex written judgements.

Additional assignments required for

- **Three expected contempt cases**
- **Lifting of over 500 witness protection orders**
- **Review of six amended indictments with respect to fugitives.**

United Nations A/66/621

General Assembly

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20 December 2011

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Sixty-sixth session
Agenda item 115 (g)
Appointments to fill vacancies in subsidiary organs and other appointments: appointment of members of the Joint Inspection Unit

Appointment of members of the Joint Inspection Unit

Note by the President of the General Assembly

1. As indicated in paragraph 2 of the note by the Secretary-General (A/66/509 and Corr.1) of 11 October 2011, the General Assembly is required, during its current session, to appoint one member of the Joint Inspection Unit to fill the vacancy that resulted from the resignation of Enrique Román-Morey (Peru) effective 31 October 2011. In accordance with article 4, paragraph 2, of the statute of the Joint Inspection Unit, the person so appointed will serve for a full term, beginning on 1 January 2012 and expiring on 31 December 2016.

2. In accordance with the procedures described in article 3, paragraph 1, of the statute of the Joint Inspection Unit (see A/66/509 and Corr.1), the President of the General Assembly, having consulted the regional group concerned, determined that Honduras should be requested to propose a candidate to replace Mr. Román-Morey (see annex I).

3. The candidate, in accordance with paragraph 7 of General Assembly resolution 59/267 of 23 December 2004, should have experience in at least one of the fields as follows: oversight, audit, inspection, investigation, evaluation, finance, project evaluation, programme evaluation, human resources management, management, public administration, monitoring and/or programme performance, as well as knowledge of the United Nations system and its role in international relations.

4. The President of the Assembly has held the consultations prescribed in article 3, paragraph 2, of the statute of the Joint Inspection Unit, including consultations with the President of the Economic and Social Council and with the Secretary-General in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination. The replies received from the President of the Council and from the Secretary-General to identical letters addressed to them on 2 November 2011 by the President of the Assembly are annexed to the present note (see annexes II and III).

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5. Having completed the required consultations, the President of the General Assembly has the honour to submit to the Assembly the following candidate for appointment as a member of the Joint Inspection Unit for a five-year term beginning on 1 January 2012 and expiring on 31 December 2016:

Jorge Flores Callejas (Honduras)

Annex I

Note verbale dated 2 November 2011 from the Permanent Mission of Honduras to the United Nations addressed to the President of the General Assembly

The Permanent Mission of Honduras to the United Nations presents its compliments to the President of the General Assembly and has the honour to refer to the deliberations of the General Assembly on 1 November 2011, regarding the appointment to fill a vacancy as a result of the resignation of a member of the Joint Inspection Unit. The Permanent Mission wishes to confirm the intention of the Government of Honduras to nominate Mr. Jorge Flores Callejas to the post of Inspector of the Joint Inspection Unit for the period 2012-2016 (see appendix).

Appendix

Curriculum vitae

Jorge Flores Callejas

[Original: Spanish]

Date and place of birth: 30 December 1963, Tegucigalpa, Honduras.

Marital status: Married.

Education

1976-1981	*Bachiller en Ciencias y Letras* (Certificate of secondary education in sciences and humanities), San Francisco Institute, Honduras.
1982-1983	Advanced studies in English, Boston University, Boston, Massachusetts.
1984-1989	Bachelor's in international business administration, American University, Washington, D.C.
1993-1994	Graduate Certificate in United Nations Studies, Long Island University, New York.
1994-1995	Master's in Economics, Long Island University, New York.
2002	Advanced studies in conflict resolution, Columbia University, New York.

Languages

Spanish (mother tongue), English (proficient) and Italian (working knowledge).

Experience

Present	Ambassador, Deputy Permanent Representative, Permanent Mission of Honduras to the United Nations
2005-2010	Member of the Advisory Committee on Administrative and Budgetary Questions
2002-2004	Deputy Permanent Representative, Permanent Mission of Honduras to the United Nations
1997-2001	Financial adviser to various Honduras Government institutions
1992-1997	Counsellor (economic affairs), Permanent Mission of Honduras to the United Nations, New York

United Nations

Member of the Honduras delegation to the General Assembly.

Representative of Honduras in the Disarmament and International Security Committee (First Committee).

Representative of Honduras in the Economic and Financial Committee (Second Committee).

Representative of Honduras in the Special Political and Decolonization Committee (Fourth Committee).

Representative of Honduras in the Administrative and Budgetary Committee (Fifth Committee).

Member of the Honduras delegation to the Security Council.

Representative of Honduras in various sanctions committees of the Security Council.

Experience relevant to the post

Including the aforementioned activities, Ambassador Flores Callejas has 17 years' experience in the United Nations and extensive knowledge in administrative and financial matters. He has participated in international meetings at the Organization's various duty stations. As a member of the Advisory Committee on Administrative and Budgetary Questions, he visited a number of peacekeeping operations in Africa, the Americas, Asia and Europe, as well as the United Nations Logistics Base in Brindisi.

Participation in meetings and conferences of the United Nations and other organizations

World Summit on Sustainable Development

United Nations World Conference on Women

Global Conference on the Sustainable Development of Small Island Developing States

International Conference on Population and Development

South-South Conference on Trade, Investment and Finance

Treaty on the Non-Proliferation of Nuclear Weapons

High-level Open-ended Working Group on the Financial Situation of the United Nations

Other

Ambassador Flores Callejas has lectured on international finance and other subjects. He has also been a financial adviser and administrative consultant to a number of Honduras public and private institutions.

Annex II

Letter dated 16 November 2011 from the President of the Economic and Social Council addressed to the President of the General Assembly

I have the honour of writing to you in response to your letter of 2 November 2011 regarding the nomination by the Government of Honduras of Mr. Jorge Flores Callejas to the Joint Inspection Unit for a term of office beginning on 1 January 2012 and expiring on 31 December 2016, which resulted from the resignation of Mr. Enrique Román-Morey (Peru) effective 31 October 2011.

I wish to inform you, in my capacity as the President of the Economic and Social Council, as provided for in article 3, paragraph 2, of the statute of the Joint Inspection Unit and in accordance with paragraph 8 of General Assembly resolution 59/267 of 23 December 2004, that I have reviewed the qualifications of the proposed candidate and have the pleasure to inform you that I am in full agreement with the proposal to nominate Mr. Callejas (Honduras).

(*Signed*) Lazarous **Kapambwe**
President of the Economic and Social Council

Annex III

Letter dated 20 December 2011 from the Secretary-General in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination addressed to the President of the General Assembly

I have the honour to refer to your letter of 2 November 2011 regarding the proposed appointment of Mr. Jorge Flores Callejas as Inspector for the Joint Inspection Unit, effective 1 January 2012.

In accordance with article 3, paragraph 2, of the statute of the Joint Inspection Unit, and following consultations with members of the United Nations System Chief Executives Board for Coordination (CEB), I have the pleasure to inform you that I concur, in my capacity as Chairman of CEB, with the appointment of Mr. Flores Callejas for a five-year term, ending on 31 December 2016.

(*Signed*) **BAN** Ki-moon

United Nations A/66/622–S/2011/791

General Assembly
Security Council

Distr.: General
21 December 2011
English
Original: Arabic

General Assembly
Sixty-sixth session
Agenda item 36
The situation in the Middle East

Security Council
Sixty-sixth year

Identical letters dated 19 December 2011 from the Permanent Representative of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

On instructions from my Government, I have the honour to transmit to you herewith a complaint against Israeli enemy forces, which placed and detonated a spying device inside Lebanese territory (see annex).

I should be grateful if you would have the present letter and its annex circulated as a document of the sixty-sixth session of the General Assembly, under agenda item 36, and of the Security Council. I have sent an identical letter to the President of the Security Council.

(*Signed*) Nawaf **Salam**
Ambassador
Permanent Representative

11-64843 (E) 211211 221211

Please recycle

Annex to the identical letters dated 19 December 2011 from the Permanent Representative of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

On unknown date, Israeli enemy forces placed a spying device inside Lebanese territory at Wadi Ayn al-Ghar, on the outskirts of the towns of Dayr Kifa and Sarifa. On 2 December 2011, at approximately 1310 hours, the above-mentioned device was detonated remotely by an Israeli enemy reconnaissance aircraft after the device had been discovered by Lebanon.

This action is a blatant violation of Lebanese sovereignty, Security Council resolution 1701 (2006), international law and the Charter of the United Nations, and constitutes a threat to international peace and security.

United Nations A/66/623–S/2011/775

General Assembly
Security Council

Distr.: General
21 December 2011

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General Assembly
Sixty-sixth session
Agenda item 69 (c)
Promotion and protection of human rights: human rights situations and reports of special rapporteurs and representatives

Security Council
Sixty-sixth year

Identical letters dated 15 December 2011 from the Permanent Representative of the Syrian Arab Republic to the United Nations addressed to the President of the General Assembly and the President of the Security Council

Upon instructions from my Government, I have the honour to transmit herewith a letter regarding the position of the Syrian Government with regard to the presentation delivered by the United Nations High Commissioner for Human Rights to the Security Council on Monday, 12 December 2011 (see annex).

It would be highly appreciated if the present letter and its annex could be circulated as a document of the General Assembly, under agenda item 69 (c), and of the Security Council.

(*Signed*) Bashar **Ja'afari**
Ambassador
Permanent Representative

11-64864 (E) 221211 221211

Please recycle

Annex to the identical letters dated 15 December 2011 from the Permanent Representative of the Syrian Arab Republic to the United Nations addressed to the President of the General Assembly and the President of the Security Council

[Original: Arabic]

On Monday, 12 December 2011, the Security Council held a closed meeting on the agenda item concerning the situation in the Middle East. In the course of that meeting, a statement from the High Commissioner for Human Rights was heard which addressed the situation of human rights in Syria. That statement was politicized, unprofessional and lacking in objectivity, and was consistent with the agendas of certain States that wish to destroy Syria and make a military incursion into it on the pretext of protecting civilians. In her statement, Ms. Pillay held the Syrian Government solely responsible for the events that are taking place, and greatly exceeded the terms of her mandate and that of her Office by recommending that the Council should refer Syria to the International Criminal Court, ignoring the human rights violations that are carried out by terrorist groups and the millions of dollars that they are receiving in the form of money, arms, and propaganda and logistical support, which aim to destroy Syria and kill its people.

The High Commissioner has yet again demonstrated her lack of credibility and lack of professionalism with regard to the situation of human rights in Syria and the politicization of her work. Similarly, the report of the Independent International Commission of Inquiry has again been shown to be unprofessional and politicized. Through numerous meetings and communications, Syria has cooperated with the High Commissioner for Human Rights from the very inception of the events. It has also cooperated with the Commission and provided it with numerous documents and certified information on the real situation in Syria. However, both those parties have ignored that cooperation and disregarded anything with which they were provided by Syria.

Syria has assured the High Commissioner and the Commission that it has established an impartial, independent judicial investigative committee that has wide powers to investigate all crimes committed in the course of the current events. That committee is operating continuously in order to establish the truth, bring closure to victims and punish perpetrators. We have repeatedly made it clear that the work of this committee has not been concluded and that the Syrian Government does not wish to pre-empt its work and present outcomes that are subjective or have political aims, as the Commission did in its report.

We have affirmed our readiness to consider cooperating with the Commission as soon as the Syrian investigative committee has reached concrete conclusions. However, the High Commissioner and the Commission have rejected that offer and have, instead, chosen to listen to those they call "witnesses", regional and international organizations, journalists, non-governmental organizations and those whom they call dissident members of the security and armed forces. Here, we should like to ask the High Commissioner and the members of the Commission whether they invited any members of the family of child martyr Sari Sa'ud to Geneva to give their testimony? Have they heard any testimony from Zainab, the young woman who was supposedly killed, who has proven to be alive and well?

Have they taken any statements from family members of Brigadier General Khadir al-Talawi, who was murdered in cold blood, together with his three children, their bodies then being put on display? Why have the High Commissioner and the Commission refused to investigate all the documented information with which they have been provided by Syria on the young boy Hamza Khatib and chosen other, exaggerated, media reports in order to direct dangerous accusations against Syria of crimes against humanity? Those who prepared the report relied on interviews with politicians, journalists, persons who have an interest in destroying Syria and citizens of foreign States, some of which are parties to the events in which Syrian people are dying on a daily basis. Some of those persons are directly involved in the fabrication of news that is hostile to Syria, while the hands of others are steeped in Syrian blood. How can the High Commissioner and the Commission claim to be unbiased and objective when they have met none of the above-mentioned victims or any of the numerous other persons who have suffered as a result of the terrorism in Syria?

Hundreds of the terrorists have publicly admitted that they killed demonstrators and that they carried out kidnappings, killed and displayed the bodies of their victims, sought to spread alarm and fabricated news in return for money from certain neighbouring States. Those persons killed anyone who did not agree to demonstrate with them or collude with them in destroying Syria, and took pride in their acts of arson, displays of corpses and rapes.

The High Commissioner stated that 5,000 Syrians have been martyred to date. This is absolutely untrue: the vast majority of victims have been supporters of the Government who were killed by the terrorists whose words have been accepted by the High Commissioner.

We should like to remind the High Commissioner that on 22 June 2011, with a view to directing her attention to the non-peaceful nature of what was taking place in Syria, we informed her that more than 260 members of the security and armed forces had died in armed clashes, but the High Commissioner paid no heed. By 20 August 2011, that figure had risen to 600; by 19 October 2011 to 1,100; and it currently stands at over 2,000. Nevertheless, the High Commissioner continues to refuse to accept or even hear that any terrorist operations are being carried out in Syria. Do not those martyrs also have human rights and deserve a mention in the reports and statements of the High Commissioner and the Commission of Inquiry?

We find no reference in the report to the damage that has been wreaked on railway and oil pipe lines, the schools, clinics and official institutions that have been put to the flames or the infrastructure that has been destroyed: do the victims of those violations not merit the concern of the High Commissioner?

Does the fact that citizens have been terrorized and forced to leave their homes and property and go to areas where particular sects predominate, that citizens have been killed and their corpses mutilated in order to divide the country along sectarian lines, and that persons whose rights to life, to a ban on extrajudicial killing and to freedom of religion and belief have been violated not deserve any attention from the High Commissioner and the Commission of Inquiry? We would like to ask whether the High Commissioner and the Commission intend to take any steps with regard to these issues other than to call for the Syrian file to be transferred to the International Criminal Court and for a military invasion of the country that will kill tens of thousands of Syrians, just as in the NATO attack on Libya, in response to which the

High Commissioner did not say a single word, regardless of the fact that more than 50,000 persons were killed in the raids carried out by NATO and its agents.

How is it possible for the Commission of Inquiry to affirm that crimes against humanity have been committed when it has not followed the most basic rules for a professional and objective enquiry with regard to collecting evidence? Unfortunately, the High Commissioner and the Commission of Inquiry have chosen to describe as claims all the evidence that has been put before them of those serious violations of human rights, while the claims made by journalists and representatives of non-governmental organizations are taken as substantiated fact, when there are no links between that information and the evidence. Information has been selectively employed, regardless of its source and credibility, in a clear departure from the basic principles of impartiality, objectivity and professionalism that should be applied in any investigation. Lack of professionalism is evident in the preparation of the report, the precision of its facts and its methodology. Exaggerated and fabricated information was used as the basis for highly dangerous accusations, and recommendations were made that will serve to intensify the campaign against Syria that is being waged by certain States. The report can therefore not be considered in isolation from that campaign.

The High Commissioner and the Commission have exceeded their authority and departed from their humanitarian duty to protect human rights, applying double standards and being politicized. The High Commissioner and the Commission have become involved in a campaign against Syria in a manner that clearly violates their obligations and the resolutions whereby they were appointed. While the Commission was established with a mandate to investigate violations of human rights law, it has exceeded that remit and carried out its investigation in accordance with the rules of the International Criminal Court.

Both the High Commissioner and the Commission have failed to observe one of the most important purposes of the United Nations, namely, to resist the use or threat of military force against the territorial integrity or political independence of any State.

The report of the Commission of Inquiry and the statement of the High Commissioner for Human Rights were completely politicized, selective and unprofessional and fail to observe the most basic rules of international law and international human rights law or even the Charter of the United Nations under whose roof they gathered. That report cannot be used as the basis for any future action against Syria and throws a pernicious shadow over the credibility and role of the Commission for Human Rights and of the United Nations as a whole in protecting and upholding human rights throughout the world.

Syria has in the past affirmed, as it does again today, that the only solution to this crisis is national dialogue. Unfortunately, the High Commissioner and the Commission of Inquiry, who claim to defend human rights, the foremost of which is the right to life, failed to call for any form of such dialogue, preferring to violate Syrian human rights by calling for foreign armies to enter Syria.

Syria has chosen to follow the path of reform and to respond to the demands of its people, and to impartially investigate events. It has also elected to pursue dialogue. We expect the High Commissioner and the Commission to take part in all those measures and assist the Syrian people in moving peacefully, through dialogue,

towards a better future, rather than to call for the involvement of foreign armies on the pretext of protecting civilians.

We call upon all States Members of the United Nations to have no dealings with such unprofessional and politicized reports, which prejudice the credibility and impartiality of the United Nations. We also ask that no heed be paid to calls for foreign intervention in Syria and that their true roles should be restored to the Security Council, General Assembly and United Nations in protecting international peace and security and protecting and upholding human rights: some of those bodies have become tools for involving the use of military force in international relations. Such force has brought misery and human rights violations to all the peoples against whom it has been used, as we have seen on numerous occasions. We call upon States Members to support the plans for reform and dialogue in Syria as a means of ending this crisis, which is letting the life blood of the Syrian people in the interests of foreign projects that do not serve international peace and security or strengthen and protect human rights.

We should like to enquire, now that consideration has been given to the situation in Syria under the agenda item on the situation in the Middle East, what the Security Council has done to protect human rights in another part of Syria, namely, the occupied Syrian Golan? Its population has been subjected to grievous and systematic violations of human rights for more than four decades as part of a regional situation that has been created by the occupying Power, which continues to pose a real threat to international peace and security. The Security Council has chosen to remain silent and to wait for an opinion from great powers that protect the occupying Power, abandoning the inhabitants of the Syrian Golan to a fate that cannot be known, given the total absence of the concept of peace and human rights.

(*Signed*) Bashar **Ja'afari**
Ambassador
Permanent Representative

Annex to the note verbale dated 15 November 2011 from the Permanent Mission of Serbia to the United Nations addressed to the President of the General Assembly

Letter from the Permanent Representatives of Bosnia and Herzegovina, the Republic of Croatia, Montenegro and the Republic of Serbia to the United Nations addressed to the President of the sixty-sixth session of the General Assembly

We have the honour to transmit herewith, on behalf of the Governments of Bosnia and Herzegovina, the Republic of Croatia, Montenegro and the Republic of Serbia, the Joint Declaration on Ending Displacement and Ensuring Durable Solutions for Vulnerable Refugees and Internally Displaced Persons adopted at the Ministerial Review Conference on Solving the Refugee Situation in the Western Balkans, held on 7 November 2011 in Belgrade.

We have the honour to request that the present letter and its enclosure be circulated as a document of the General Assembly, under agenda item 62.

(*Signed*) Ivan **Barbalić**
Ambassador
Permanent Representative of Bosnia and Herzegovina

(*Signed*) Ranko **Vilović**
Ambassador
Permanent Representative of the Republic of Croatia

(*Signed*) Milorad **Šćepanović**
Ambassador
Permanent Representative of Montenegro

(*Signed*) Feodor **Starčević**
Ambassador
Permanent Representative of the Republic of Serbia

Enclosure

Joint Declaration on Ending Displacement and Ensuring Durable Solutions for Vulnerable Refugees and Internally Displaced Persons

1. We, the Ministers of Foreign Affairs of Bosnia and Herzegovina, Croatia, Montenegro and Serbia, declare our conviction that achieving just, comprehensive and durable solutions for refugees and internally displaced persons in the region will contribute in a crucial manner to deepen our good-neighbourly relations and stability in the region. We recognize that the successful resolution of these issues is vital to the further enhancement of positive and productive relations among our countries and citizens and the underpinning of our respective bids to join the European Union.

2. We recall the principles established in the Sarajevo Declaration of 31 January 2005 and elaborated in the Belgrade joint communiqué of 25 March 2010, in particular full respect for the rights of refugees and internally displaced persons and the mutual obligation to closely cooperate and synchronize our activities in order to ensure durable solutions for them, either through voluntary return and reintegration or local integration.

3. We met today in Belgrade, to review the significant progress achieved with regard to assuring durable solutions for refugees and internally displaced persons remaining from the 1991-1995 displacement in the region, including internally displaced persons in Montenegro from 1999, and to identify the final scope of needs as well as to reaffirm our commitment to overcoming remaining obstacles for those still in need of durable solutions.

4. Taking into account relevant legislation, strategies, programmes and action plans of each country, as well as international norms and standards, we recommit our Governments to cooperate in a spirit of good faith to protect and promote the rights of refugees, returnees and internally displaced persons, including existing individual rights, and to provide all necessary political, material, legal, social and other support required to end their displacement and enable them to live as equal citizens in our countries, free from any form of discrimination.

5. To this end, our Governments have developed a regional working plan outlining the actions we are taking to remove the obstacles and to achieve durable solutions. Further, our Governments have agreed upon a joint regional multi-year programme to secure durable solutions for the most vulnerable refugees and internally displaced persons. The joint regional multi-year programme is an integral part of this joint declaration, and the programme will be presented at a Donor Conference in early 2012, for support. We agree that at the Donor Conference the remaining needs will be presented and pursued individually in parallel by each Government, according to need, with the aim of bringing this protracted 1991-1995 displacement to an end in a dignified, sustainable and lasting manner.

6. With this, we are also pleased to state that outstanding issues related to the regional aspects of 1991-1995 displacement have been solved between our countries, such as:

- Ensuring that all refugees accommodated in collective centres will be provided with an adequate housing solutions;
- Establishing a regional framework for addressing the housing needs of vulnerable persons, including vulnerable ex-occupancy/tenancy rights holders, and taking into account concrete national programmes;
- Ensuring that facilitated and accelerated procedures are in place to provide guarantee to civil documentation for all refugees, returnees and internally displaced persons, to enable them to fully and effectively enjoy their rights and achieve durable solutions; this entails that genuine documents already in their possession shall be given particular attention in these procedures;
- Guaranteeing a free and informed choice of durable solutions for the refugees and internally displaced persons;
- Managing donated funds through a trust fund mechanism to ensure that donated funds will benefit the agreed upon priority population in the region;
- Ensuring continued regional data exchange to avoid multiplication of assistance and to ensure that no one be excluded.

7. We hereby express our deep appreciation for the active role of the international community over the past years, particularly for its persistent efforts and support in seeking permanent solutions for refugees and internally displaced persons in the region. We welcome the Donor Conference as the international community's final collective effort to close the chapter of the refugee population from 1991-1995 in the region.

8. The regional programme provides for durable solutions to outstanding issues on the regional aspects of displacement. We remain committed to pursuing efforts at the respective national levels with the view to reach the final resolution of the refugee situations.

Belgrade, 7 November 2011

(*Signed*) Sven **Alkalaj**
Minister of Foreign Affairs
Bosnia and Herzegovina

(*Signed*) Gordan **Jandroković**
Deputy Prime Minister and Minister of Foreign Affairs
and European Integration
Republic of Croatia

(*Signed*) Milan **Roćen**
Minister of Foreign Affairs and European Integration
Montenegro

(*Signed*) Vuk **Jeremić**
Minister of Foreign Affairs
Republic of Serbia

Annex

Letter dated 13 December 2011 from the President of the International Criminal Tribunal for Rwanda addressed to the Secretary-General

I am writing in reference to my letter dated 26 November 2011 (A/66/620-S/2011/780) to supplement my request for the extension of the terms of office for a number of the Tribunal's judges. Since my letter of 26 November 2011, there have been some developments that have caused the necessity to request the extension of one additional ad litem judge who was previously expected to demit office on 31 December 2011.

Judge Florence Rita Arrey is the Presiding Judge on the *Ndahimana* case, for which the oral judgement summary was delivered on 17 November 2011. Judge Arrey has informed me that, due to the complex dissent that she is writing in that case, which deals with many of the most fundamental aspects of the judgement, she will need to address the reasons given in the majority opinion which has not yet been finalized. Therefore, she will need a short time beyond 31 December to finish drafting her written dissent.

In addition, yesterday I received a motion from duty counsel for the defence in the *Mpiranya* proceedings for the preservation of evidence under rule 71 bis seeking to call witnesses in order to preserve defence evidence. The single judge presiding over the Prosecution's evidence preservation in *Mpiranya* was Judge Arrey. I have previously considered that the single judge who presided over the Prosecution's preservation of evidence in a particular case was best placed to decide to what extent it is necessary to grant the defence motion to rebut the prosecution evidence that has been preserved by calling further witnesses. Moreover, that Judge would also be best placed to preside over the proceedings to preserve defence evidence. The preservation of defence evidence, if granted in the *Mpiranya* case, would be expected to be completed in the first quarter of 2012.

Therefore, extension is sought until 30 June 2012 or completion of the cases to which she is or will be assigned, if sooner, for Judge Florence Rita Arrey (Cameroon).

This matter is of crucial importance to ensure that the integrity of the *Ndahimana* judgement remains intact, as well as to ensure that the *Mpiranya* rule 71 bis proceedings are conducted in a fair and expeditious manner.

I would be grateful if you could bring my request to the attention of the Security Council and the General Assembly for necessary action, as required.

(*Signed*) Khalida Rachid **Khan**
President